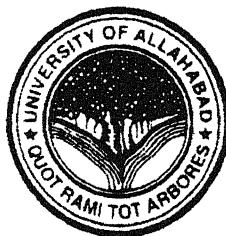


Strategies for Life and Career Planning for Women Executives



**Thesis Submitted for the Degree of
Doctor of Philosophy**

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DEDICATION

This work is dedicated to the Indian working woman who maintains a precarious balance , sacrifices silently, tramples some dreams , struggles with the others, desires success, fears success and goes on living life on hold.

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Preface

The last millennium witnessed the gradual increase in the number of women in the managerial profession all over the world. This change was the result of the increase in women's education, changing socio-cultural values, awareness of women's rights and the need for supplementary income. Though this phenomenon has not gone unnoticed, the corporate world is still grappling with the advent of women executives.

In India, as in most of the other parts of the world, there is still an under representation of women in managerial jobs. Most of the women executives hold lower or middle managerial positions and their number remains extremely small in the top management ranks. Many attempts have been made to explain this. Honer's study is often quoted in this context. She attempted to explain the reasons for the reluctance of women executives to match men in competitive situations in spite of increase in education and career opportunities. Honer argued that the most competent women when faced with the conflict between their feminine image and expressing their competencies, adjust their behaviours to their internalized sex-role stereotypes. Women are known to have a fear of success and this is one of the factors that effects their career choices.

Society reinforces the image of femininity as nurturing and compassionate. Women who go against this image pay for their defiance of the prescribed sex-role by experiencing role stress and anxiety. In Honer's words , " A bright woman is caught in a double bind. In achievement oriented situations , she not only worries about failure but also about success. If she fails, she is not living up to her standards of performance, if she succeeds, she is not living up to societal expectation of female role." .

In India the advent of the woman executive is a demographic reality. As an increasing number of women graduate from management schools across the country, the corporate world is forced to dip into this fresh pool of managerial talent. In a performance -driven corporate culture the most promising women executives are forced to take less competitive (and less successful) career path alternatives mainly due to familial and societal pressures. Some women executives drop out of the profession all together as they are not corporate support or career path alternatives to enable them to deal with different familial priorities.

The investment made by the organisation on their training is thus never amortized. The situation could change radically if the organisation adopts a more holistic approach towards women executives (and towards the employees as a whole). A family sensitive organisational culture which tries to accommodate the dual role of the woman executive would definitely stem the turnover.

It is also important to recognize the woman executive as an HRD imperative. A sincere effort should be made to plan her career and life in the light of her orientations. The organisation can single out the career primary woman and remove all the impediments in her paths to success. The need is to develop an Indian model for the career planning of women executives rather than superimpose the western model.

The study was undertaken with the objective of giving a clearer perspective to the various dimensions of the problem. We have tried to identify the lifestyle orientation of the women executives – to analyze their priorities in life. Secondly, the study also analyses the stress levels in the women executives and the reasons for the same.

The basic aim of the study was to frame strategies for planning out the life and career of women executives. It is the responsibility of the organisation to plan out the career of their female managers , asses their training needs so that they can rise to their highest level of competence. It should also try to reduce the conflict between family and career priorities by adopting different techniques like flexitime, crèche facility, re-entry policy etc. The study will examine the different HRD techniques that can be employed and their feasibility for the organisation.

At present a minuscule of the corporate organisations actually give any facility to the women executives. But slowly and surely the trend is changing. The image of the woman executive as a ‘problem’ has undergone a change. They are now regarded as an integral part of the workforce with tremendous potential. I put forth a modest attempt to frame a viable life and career planning model which will, I hope, will encourage the corporate world to plan the career and life of their female employees in a holistic manner.

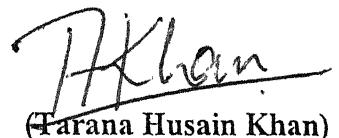
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(Tarana Husain Khan)

CHAPTER I

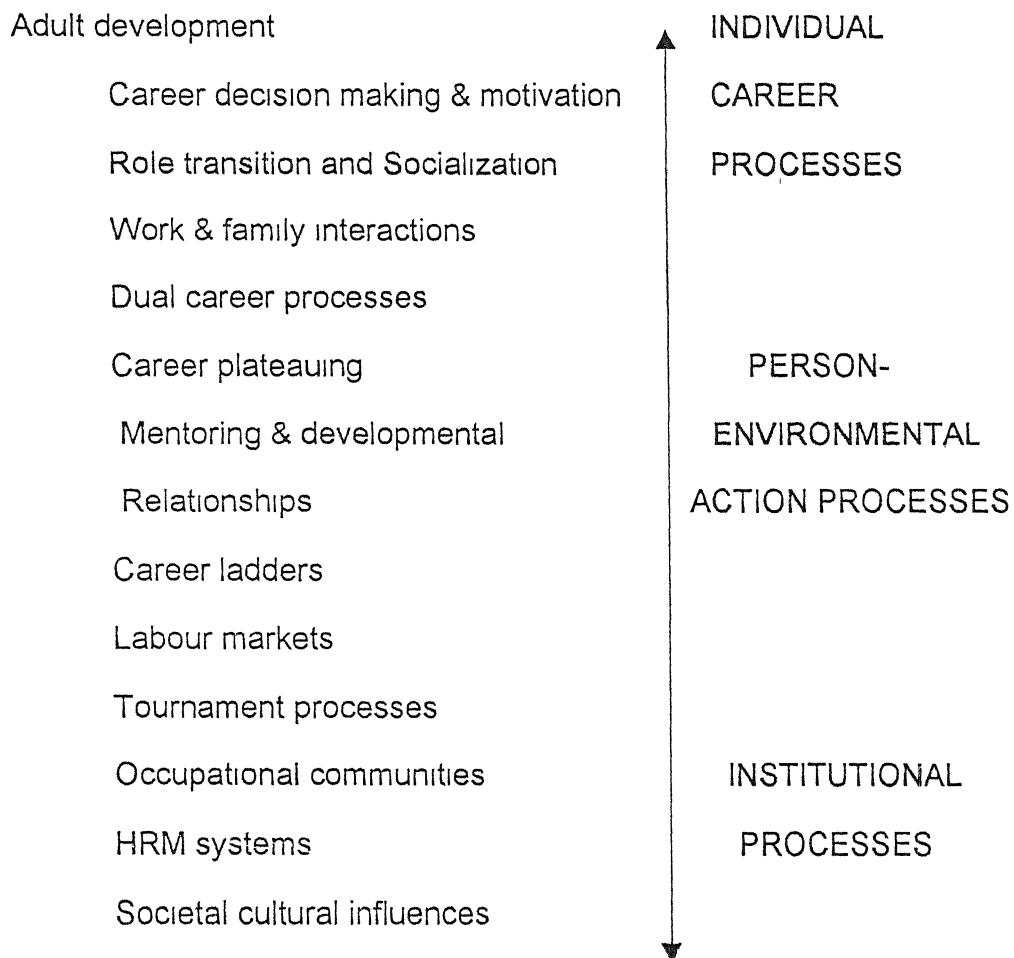
CAREERS : A THEORETICAL OVERVIEW

Career has been defined by Donald E. Super and Douglas T Hall¹ (1986) as “a sequence of positions occupied by a person during the course of a lifetime”. D T. Hall further elaborates on this definition to say that career includes any work paid or unpaid pursued over an extended period of a lifetime. It can be formal job work or informal work like homemaking, volunteer work etc. They have perceived career from an individualistic point of view by expounding that “The career is the individually perceived sequence of attitudes and behaviours associated with work related experiences and activities over the span of a person’s life”. Career has both an internal focus (the subjective career or the way the individual perceives his career) and an external focus (the objective career or the series of positions held) as discussed by Everett Hughes²(1937). And “because the career represents a person’s movement through a social structure over time,it forms a link between the person and the institution. Thus the career is a vehicle for simultaneously studying institutions and their members”.(D.T.Hall 1976)³Hall gives a lot of importance to socialization in career and concludes that “career is a bundle of socialization experiences”

1.1 THE CAREER SPECTRUM:

Hall(1986)⁴ has described work on career as represented by a career spectrum. On the “macro” end of the system are the processes in which the individual is the main focus i.e. it consists of “individual career processes”. In this he includes factors like adult development , career decision-making and motivation, role transition and socialization. As the focus moves to the “macro” side, we come to the person-environment interaction processes such as those embedded in manager-subordinate mentoring and coaching, career plateauing, dual career processes etc. At the macro end of the spectrum are organisational processes which include formal HRM systems such as potential assessment centers and succession planning. These are formal organisational arrangements for socialising members. At the extreme macro end are institutional processes careers are influenced by such as external labour markets, culture and other institutions(family , government etc). The list of influences is however not exhaustive.

Fig 1: Career Spectrum



Source. D T Hall 'Careers and Socialization' Journal of Management Vol.13 No. 2 1987

1.2 CAREER DEVELOPMENT

Career development can have an organisational perspective and include tracking of career paths, development of managerial and technical talent so that it is made available for organisational needs. On the other hand career development can also have an individual perspective wherein individuals identify their career goals and plan out their strategy to achieve these goals. Career development thus looks at “the long term career effectiveness and success of organizational personnel”.(Decenzo and Robins⁵). A successful career development program should have the following aims:

- 1 Ensure needed talent will be available when required by the organization.
- 2 Improve organisational ability in attracting and retaining high -talent personnel.
- 3 Ensures growth opportunities for all employees and thus reduces employee frustration and turnover

Thus a good career development program aligns the individual aspirations and personal life planning to the present and extrapolated organizational needs.

1.2.1 DEVELOPMENTAL APPROACH TO CAREER DEVELOPMENT:

Since the beginning of this century psychologists, sociologists, psychiatrists, economists etc have studied the career development patterns and influences on career choice. The earliest theory was the Trait and Factor theory that developed with the psychometric movement. It aimed at matching the individual traits with the requirements of a specific occupation. However the approach was considered too narrow by later theorists like Brown⁶ (1984), Williamson(1939) ,Throndike and Hagen(1959) as it restricted the range of factors that effected the career development process.

Ginzberg, Ginsberg,Axelrad and Herma⁷ (1951) were first to approach career development from a developmental standpoint. The Ginzberg group concluded that occupational choice is a developmental process covering a period of six to ten years. It begins at age 11 and ends at 17 years of age. They identified three distinct stages in occupational choice

- 1 Fantasy stage (before age 11) where occupational roles are assumed in play.
- 2 Tentative stage (early adolescence 11-17 years) in which there is recognition of abilities, interests, values and time perspectives.
- 3 Realistic stage (mid adolescence 17 yrs to young adult) wherein there is integration of capacities and interests and crystallization of occupational patterns.

Ginzberg⁷ recognized that “occupational choice is a lifelong process of decision making for those who seek major satisfaction from their work”.

Levinson and Associates⁸ (1978) used the term 'Life Cycle' to emphasize that the course of life follows a sequence from birth to death called the 'Seasons of Life'. Levinson's 'Life Cycle' is described as follows .

1. Childhood and adolescence (0-20 yrs)
- 2 Early adulthood (ages 17-45)
- 3 Middle adulthood (ages 45-65)
- 4 Late adulthood (age 60-?)

The transitional periods were considered milestones along the adult life. These transitional phases were considered stressful periods and providing growth opportunities.

1.2.2 Donald Super's Developmental Approach:

Of utmost significance to career theory was Donald Super's⁹ (1957) multiple approach to career development . a self styled "Differential- Developmental-Social-Phenomenological Psychologist", he gave a multidimensional approach to career choice and career development. The phenomenology of decision making and career development was, according to Super, the complexities and variables of differential psychology , self-concept theory, developmental tasks and sociology. His multisided approach to vocational development is considered most comprehensive of all developmental theories. His theory is useful for development of strategies for career counseling The two major tenets of his theory are:

1. Career development is a lifelong process occurring through defined developmental periods
2. The self concept is being shaped as each phase of life exerts its influence on human behaviour

Super¹⁰ (1984) defined self-concept theory as " essentially a matching theory in which individuals consider both their attributes and the attributes required by an occupation". He saw the self-concept theory as divided into two components:

(1) Personal or psychological which focuses on how individuals choose and adapt to their choices.

(2) Social which focuses on personal assessment individuals make of their socio-economic situation and current social structure in which they live.

The relating of self-concept to career development was the main contribution by Super.

Vocational Developmental Stages and Tasks:

Super formalized the developmental stages of an individual. In each stage certain developmental tasks were performed by the individuals before he reached the next stage. The vocational development stages are as follows¹⁰:

(1) GROWTH STAGE (Birth to age 14 or 15) characterised by development of capacity, attitudes interests and needs associated with self concepts.

(2) EXPLORATORY STAGE (ages 15-24) characterised by a tentative phase in which choices are narrowed down but not finalised.

(3) ESTABLISHMENT STAGE (ages 25-44) characterised by trial and stabilization through work experiences.

(4) MAINTAINENCE STAGE (ages 45-64) characterised by continual adjustment process to improve working position and situation, and

(5) DECLINE (ages 65+) characterised by preretirement considerations, lower work output and eventual retirement (Isacson 1977, pp 48-50).

The stages for vocational development provide framework for vocational behavior and attitudes which are evidenced through five activities known as Vocational Development Tasks. These are shown in the table delineated by age ranges and general characteristics¹⁰.

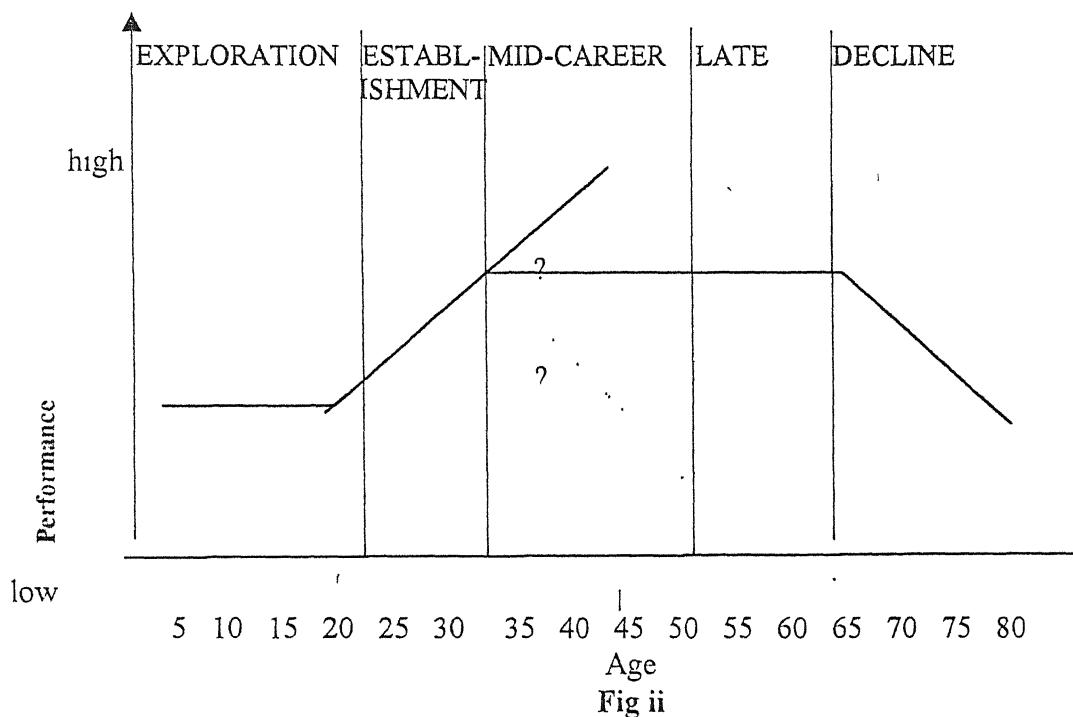
Table 1.1
Super's Vocational Developmental Tasks

Vocational Developmental tasks	Ages	General Characteristics
Crystallization	14-18 yrs	A cognitive process period of formulating a general vocational goal thru awareness of resources, contingencies, interests, values & planning for preferred occupation
Specification	18-21 yrs	A period of moving from tentative vocational preferences towards specific vocational preferences
Implementation	21-24 yrs	A period of completion of training of vocational preference & entering employment
Stabilization	24-35 yrs	A period of confirming a preferred career by actual work experience & use of talents to demonstrate career choice as an appropriate one.
Consolidation	35+	A period of establishment in a career by Advancement status and seniority

The ‘crystallization’ of task is the forming of a preferred career plan. The ‘specification’ of task follows in which the individual specifies the career plan by explicit awareness of cogent variables of the preferred career. The ‘implementation’ stage is completed by the individual completing the training and entering career. ‘Stabilization’ is reached when the individual is firmly established in his career and development a feeling of security in the career position. Finally ‘consolidation’ follows with advancement and seniority (Super,¹⁰ Satrishesky, Matler and Jordaan, 1963)

Super among others emphasized the importance of self-concept in career development. The vocational self-concept is the driving force that establishes a career pattern one will follow throughout one’s life. Super thought that the completion of appropriate tasks at each stage was indication of what he termed **‘vocational maturity’**. In his study of ninth grade boys he concluded seemed to be related more with intelligence than age. Those individuals who were found to be vocationally mature succeeded as young adults.

The career maturity concept developed by Super had far reaching impact on career theory and career counseling programs. The critical phases of career maturity development provides points of reference from which the desired attitudes and competencies relating to effective career growth can be identified and subsequently assessed. Moreover delineation of desired attitudes and competencies within each stage affords the specification of objectives for instruction and counseling projects designed to foster career maturity development. The dimensions of career maturity development by Super support the concept that education and counseling can provide stimulus for career development.¹¹



STAGES IN CAREER DEVELOPMENT

Source: Adapted from D.E.Super and D.T.Hall "Career Development : Exploration and Planning" In Annual Review of Psychology M.R.Rosenweig and L.W.Porter (Palo Alto California: Annual Review Inc 1978) XXXIX 35

1.3 CAREER DEVELOPMENT THEORIES AND WOMEN

Career development of women has received only cursory attention by theorists(Osipow 1983) Super⁹(1957) had studied the career development patterns for women He had classified these into seven categories as shown in the following table:⁹

Table 1.2
Super's Career Pattern for Women

<u>Classification of Career Path</u>	<u>General Characteristics</u>
1. Stable Homemaking Career pattern	Marriage before any significant career experience.
2. Conventional Career Pattern	Entry into work after training or college stopgap followed by marriage, subsequent entry to full time homemaking
3 Stable working career pattern	Entry into work following training and viewed as lifetime career
4 Double Track Career pattern	Entry into career after training followed by marriage and assumption of second career of homemaking.
5 Interrupted Career Path	Entry into work followed by marriage dropping of career for fulltime homemaking may return to entry career depending on the situation at home
6 Unstable career pattern	Typical of lower socioeconomic levels in which the career pattern is working, dropping out of workforce followed by fulltime homemaking only to repeat cycle over again.
7. Multiple-trial Career pattern	Non establishment of career marked by continued change of employment.

Significant even today in the Indian context is Super's double-track career pattern which establishes homemaking as a second career. Conflict between homemaking and career is a universal phenomenon and must be addressed by career counseling programs. (Farmer 1971; Matthews & Tiedman 1964)

Ginzberg ¹²(1966) considered three lifestyle dimensions for women that maybe useful in career counseling:

1. Traditional (homemaking oriented)
2. Transitional (more emphasis on home than job)
3. Innovative (giving equal emphasis to home and job)

These three dimensions represent realistic lifestyles of women today with the inclusion of **Career oriented dimension**(highest priority to career).

Women suffer from psychological barriers to moving towards the innovative stage. They fear losing their female identity so readily accepted in society (Tyler 1972)¹³.

According to Psathas¹⁴ (1968) the occupational choices of women are greatly influenced by home and family responsibilities He suggested social class, attitudes generated by marriage, financial resources educational level and general cultural values of immediate family members are major determinants influencing occupational choice. He therefore concluded that women have special needs that must be addressed by counselors.

Patterns of vocational participation for women are influenced also by age of entry, length of time a woman works and work undertaken. Further determinants of vocational pattern are motivation, ability and environmental circumstances such as financial needs(Wolfson¹⁵ 1972).

Sanguilano¹⁶(1978) emphasized on the different and special needs of women . he remarked that women's social life pattern has unique times of hibernation, rewards postponement and actualization. She felt that life – stage theorists like Erikson(1950), Havinghurst(1953), Kohlberg(1973) and Levinson(1980) reveal several shortcomings in describing development of women.

They do not account for the **unexpected critical events** and unusual influences that shape a woman's life-pattern. Sanguilano¹⁶ contends that a woman's life does not follow a rigid progression of developmental tasks but is more like a sine curve that represents the impact of unique experiences and critical events. She also feels that a woman's self identification is delayed because of the conflicting expectations ascribed to the female identity.

On the other hand men learn their identity early in life. Sanguilano's principal argument is that women's individual life pattern requires special consideration. Focus should be on the unique paths women undertake to break away from the gender-role stereotype. Individual progress towards self identity is germane to Sanguilano's theory.

Spencer¹⁷(1982) agreed with Sanguilano's contention that women follow unique patterns of self-development. Using Levinson's life cycle sequence for transitional periods for men Spencer compared women's development to men's model:

1. Early Transitions (age 17-28)
- 2 Age Thirty Transitions (age 28-39)
- 3 Midlife Transitions (age 39-45)
4. Late adult Transitions (age 65+)

In the **early transitional period** the woman re-appraises the existing structures and begins the search for personal identity. Spencer contends that separating from parental home is more difficult for a young woman. They receive less encouragement and less social pressure to become independent.

During **Age Thirty Transition** marital conflicts are prevalent among women who look for new directions. The frustrations women feel in between dual career/ family commitments are often misunderstood. On the one hand they have been socialized to become homemakers, on the other hand they have a strong desire to express themselves.

Midlife Transitions are a period of re-appraising the past and continuing the search for a meaning in life. This period is marked by children leaving home and women have difficulty in creating a new identity and a new life purpose.

The **Late Adult Transition** is a continued reappraisal of self in society. The goal in this period is to gain a sense of integrity. However Spencer concludes that women rarely have a choice in the developmental goal of ego autonomy – “They are doomed from the start”.¹⁷

Spencer and Sanguilano conclude that women have different developmental patterns than men, described as follows

- (1) Women experience intense role confusion early in their development
- (2) Women are more inhibited in their self-expression.
- (3) Women tend to delay their career aspirations in lieu of family responsibilities
- (4) Women’s developmental patterns are more individualized. These individualized developmental patterns may present significant problems in decision-making

Career counselors should therefore give due consideration to self-concept development and value assessment in career programs for women. Chusmir suggests that occupational choice for girls should be introduced in early school years

A general overview of stage developmental theories on women show that women’s life cycle does not follow a rigid pattern. Self identity is slower to development as a result of sex-role stereotyping. Career choice as well as career development is given secondary importance by society especially in India. Women’s difficulty with career decision-making and development is closely associated with role confusion and lack of role models and support systems.

1.3.1 Implications for Career Counseling:

As more and more women move to join the workplace, the stereotype of the homemaker mother and breadwinner father becomes outdated. In view of the research of the career theorists ,several career counseling needs have been identified for women . Significantly these needs include

- (1) job search skills – training women to apply for jobs.
- (2) Occupational information to be given at college level as well as for women already working at entry level jobs
- (3) Self concept clarification.
- (4) Strategies and role models for managing dual roles. Programs to help with child care and lifestyle skills
- (5) Assertiveness training including alerting them to the stereotyping of women workers.
- (6) Information on a variety of working environments.
- (7) Lifestyle clarification – identifying and clarifying dual career family problems.
- (8) Development towards a value of independence.

1. 4 EVOLUTION OF CAREER DEVELOPMENT IN ORGANIZATIONS

Closely linked to the stages of career development is the career development in organisations. Like stages in career development it also consists of tasks and transitions. Stages of development in organisations is generally referred to as ‘employee socialization’ as new employees are socialized from being outsiders to participative effective corporate members”

Career-stage development can therefore be viewed as a two-way model i.e. the individual influences the organisation while passing through transitions and the organisation influences the individual in his or her transition. (Schein¹⁸1971) Schein has developed a six stage model during which organisational socialization takes place. Organisation is conceived as having functional boundaries into which individual enters with each stage of socialization. Individuals assume a number of positions in each stage. They exert most influence on the organization by their influence during the midpoint of stage transitions. A unique feature of this model is the psychological and organizational processes that compare transitions between the individuals and the organization¹⁸

Table 1.3
Schein's Career Stage Development

Basic Stages & Transitions	Status/Positions	Psychological & Organisational Process/Transactions Between Organisation & Individuals
1. Pre-entry Entry (Transition)	Aspirant/Applicant Entrant, recruit.	Preparatory education, anticipatory Socialization
2 Basic training novitiate socialization Initiation (Transition)	Trainee, novice Initiate grad	Training, indoctrination, Passage through first inner inclusion boundary, acceptance as member, confirming of organisational status
3 First regular assignment	New member	First testing by the person of his own capability, granting of real responsibility passage through functional boundary by assignment of specific job/assignment
Substages		
(a) learning the job		Indoctrination & testing of individual by group leading to acceptance/rejection
(b) Max performance		
(c) Becoming obsolete		If acceptance further learning
(d) Learning new skills higher		& socialization Preparation for position by coaching, seeking visibility finding sponsors etc
Promotion/leveling off		Preparatory testing, passage Thru hierarchical boundary may Involve passage through functional boundary (rotation of job assignment)

Basic Stages & Transitions	Status/ Positions	Psychological&organisational Processes /Transactions Between individual &organisation.
4 Second assignment Substage	Legitimate member (fully accepted)	Same process as stage 3
5 Granting of tenure	Permanent Member	Passage thruogh another inclusion boundary.
Termination & exit (transition)	Old Timer	Preparation for exit, rites of exit.
6. Post exit	Alumnus.retd.	Granting of peripheral status

Source: Adapted from "The Individual, The Organisation and the Career A Conceptual Theme" by Edgar H.Schein Journal of Applied and Behavioral Science 1971

Hall (1976³,1986⁴) conceived of a three stage model of organisational career development which specifies task needs and socio-economic needs of each career stage. (1) Early Career stage –in which individual develops action skills and applies previous training during early career stage

- (2) Middle career – individual goes about recognizing the various factors about work and self such as work values and family involvement.
- (3) Late career –the individual begins to make gradual withdrawal from the organisation

The model conceived by Hall is presented as follows.³

Table 1.4
Hall's Three Stage Development Model

Stage	Task Needs	Socio-Emotional Needs
1 Early-entry	1 Develops action skills 2 Develops a specialty 3 Develops creativity innovation	1 Support 2 Authority 3 Deal with feeling of rivalry, competition.
2 Middle career	1. Develops skill in training & coaching others 2 Training for updating & integrating skills 3 Develops broader view of work & organisation 4. Job rotation into new job requiring skills	1. Opportunity to express feelings on midlife 2 Reorganise, thinking about self (family, values, work) 3. Support & mutual problem solving for coping with midlife stress
3 Late Career	1. Shift from power role to one of counselor. 2 Begin to establish oneself oneself in activities outside the organisation	1 Support & counseling for integrated view of life 2. Acceptance of one's one and only life cycle 3 Gradual detachment from organisation.

Source: D T Hall "Careers in Organisations", Goodyear Publications Co Inc

Pacific Palisades California 1976 p 90

These models form a frame of reference from which we can observe an individual's progress through stages. Each stage has overlapping needs and problems which must be anticipated and addressed by the organisation.

Entry Stage:

According to Holland ¹⁹(1973) individuals match their personal styles with occupational environment. Wannous²⁰ (1980) suggested that individual's choice of organisation depends on an individual's expectations of what an organisation is about and what it has to offer. These expectations can range from personal development opportunities, challenge, prestige of the job, salary, security etc.

1.4.1 Early Career stage:

Early career stage has also been called the ‘Reality Shock Phase’ by Kels de Vires²¹. In this stage the worker tries to establish himself in the organisation a number of organisations have orientation programs to socialize the new recruit. The novice demonstrates his ability to function effectively in the organisation.

The major tasks of early career compiled by Campbell and Heffernan²² (1983) are

1. Become oriented to the organisation
 - (a) Learn to adhere to rules and regulations
 - (b) Learn to display good work habits.
 - (c) Develop harmonious relations with others in work environment.
 - (d) Integrate personal values with organisational values.
2. Learn position responsibilities and demonstrate satisfactory performance
 - (a) Acquire new skills as tasks or positions change.
 - (b) Take part in on-the-job training.
3. Explore career paths in terms of personal goals and advancement opportunities
 - (a) Evaluating current choice of occupation.
 - (b) Evaluating advancement opportunities
 - (c) Developing a plan of advancement or position change.
 - (d) Consider alternatives in other occupations.
4. Implement plan for advancement or position change (pp. 240-242)
Objective indexes (salary, merit, pay, regulations, policies etc.)

And subjective indexes (meeting expectations, goals, attachment etc.) are evaluation criteria used by individuals to determine future directions. A research indicates that 50% of

individuals leave jobs in just 5 years of their joining. The reason for this is seen as the gap between their expectation and reality.

Wannous²⁰ (1980) suggested that reality shock and lack of proper appraisal and proper feedback in early career are major causes of withdrawal from organisation. Sometimes organisations plan their recruitments poorly so that they hire more freshers than needed. A number of researches have indicated that challenging assignment at the beginning is crucial. Companies like AT&T, P&G, Ford, managers get challenging work assignments at the outset. First few months of experience is crucial for the career. It is also important to deal with the feelings of older employees.

Some less qualified older employees may feel threatened by the young entrants. They might try not to give the full breath of experience to the entrants. A research by Kel de Vries shows that generally the satisfaction in this phase is low mainly because of unrealistic expectation by recruits.

1.4.2 Mid-career stage

This stage is identified as the middle stage of an individual's career. It is marked by upward mobility in the organisation, the breaking into hierarchical even functional boundaries. Kel de Vries²¹ calls it the 'Socialization and Growth Phase'. In Super's Vocational Development Stage model it can be identified as the beginning of the maintenance stage. This is characterized by continual adjustment process to improve working position and situation.

Feldman²³ (1988) labelled this stage as 'Settling in' marked by resolution of conflicts and conflicting demands within organisational and personal life. The manager is becoming more of his own person. This phase is marked by first characteristic increase in satisfaction level.

In mid-career individual meets changes from different sources like different technology, changes in labour market etc. At this stage the 'rising stars' must be picked out and trained by senior managers as understudies for succession. Organisation should have a generally positive growth dimension for all individuals. It must help individuals to identify career paths appropriate for their personal goals and anticipate training needs for the same (Super¹⁰)

Individuals must identify the internal and external barriers in the way to their personal goals. A sharp decline in satisfaction level was noted by Vires in this stage. This is also a time of slowing down in career growth, health and marital problems.

In a study of barriers to personal growth in organisations, referred to as "Career Plateaus" Ference, Stoner and Warren²⁴ (1977) identified organisational and individual factors that lead to individual plateauing. **Organisational factors** are:

- (1) Fewer positions at the top of the organisational hierarchy
- (2) More severe competition for promotion
- (3) Age (some organisations promote younger workers)
- (4) Needs of the organisations (the individual may be needed more in the present position)

Individual factors are

- (1) Lack of technical skills (due to lack of training or lack of motivation to keep pace with technology)
- (2) Uncertainty about future role in organisation (individual fails to recognize the organisational systems for career pathing).
- (3) No strong need to advance (for various reasons such as transfers, hours, child care problems etc)

Stoner, Ference and Warren and Christensen²⁵ (1980) found that there were two main kinds of plateauing. Organisational Plateauing in which the individual has the potential but no higher positions are available in the organisation. Personal Plateauing occurs when the person lacks the potential or the desire for higher job. They made an important distinction between performance and potential for advancement. Much of their research was centered on 'solid citizens' (strong performers with advancement potential) and on ways to maintain their career growth in the absence of promotion.

In mid-career a lot of individuals have problems in balancing commitment to family and other problems with the intense competition for promotion in the organisation .

attention of especially women tend to get focussed on issues like parenting, caring for aging parents etc priorities between organisation and personal roles come in conflict The problems of added job responsibilities, transfers may make a homemaker cum career woman plateau out

It is important for the organisation to recognize these plateauing workers with greater potential and help them discover alternate career paths which would utilize their capabilities and help them derive greater satisfaction from their jobs . For this purpose it is important to disseminate career option information by means of job postings through bulletin boards or company publications etc Low ceiling jobs where there is limited opportunities for progression should be identified and made known Mentoring may be included in a manager's job to provide important career growth.

Mid career is a time of severe career dilemma and stress At this time individuals may continue their improvements in performance, level off or begin to deteriorate One is expected to effect a transition from a trainee status to that of a journeyman. Those who effect this transition go to greater responsibilities and rewards For others it may be a time for searching for alternate career paths, alternate lifestyles, adjustment of priorities e..

Robins²⁶ has emphasized on the development of assessment centers both as a selection device and as a management development center It can observe the ability of people to do certain jobs, appraise training needs and also communicate their evaluation to the assessee. Career planning workshops can be conducted These help the individuals in self diagnosis of the organisation and the alignment of personal goals to the organisational goals Solutions may take the form of emphasizing the individuals need to alter career aspirations, identifying training needs etc

Of late organisations and counselors have questioned the view of career as a vertical progression Instead they advocate the view of career with a lot of side-ladders and zigzag mobility This help the individuals to experience different functional areas, train them to be generalists and also give the organisation a flexibility.Individuals can also come upon a new career path that is more in tune with their personal goals and family priorities.

Super's model for vocational maturity (discussed above) in mid career identifies certain tasks to be accomplished in this stage. The first dimension is **planfulness** or time perspective focuses on the awareness of life stages. The second dimension **exploration** considers the task

of exploring both goals and jobs for an eventual established position. **Information** the third dimension focuses on the proper utilization of occupational sources, options and outcome probabilities. The fourth dimension **decision-making** considers skills principles and practices in decision making. The final dimension **reality orientation** considers the vocationally mature adult as having acquired self knowledge , consistency and stability in occupational performance, choices and work experiences

1.4.3 Late Career:

In late career the main focus of an individual's life is on activities outside the organisation. Super refers to this stage as decline characterized by pre-retirement considerations. This is also called 'peaking out' i.e. The individuals has reached the level at which he will stay till he retires within the organisation the individuals is preparing to 'let go' of his responsibilities and has lesser work role. As the individuals move away from the turbulence of upward movement , they undergo a different stress- a feeling of being less needed Emotional support is required from peers and old acquaintances.

According to Rhodes there is no clear evidence that job performance increases or decreases with age Feldman ²⁷(1988) suggested that the decision to retire is accomplished in two stages (1) Evaluation of financial situation (pensions, savings) and (2) Evaluation of quality of life while working vs retirement.

Gradual withdrawal from work and phasing out is accompanied by a greater involvement in family which provides the emotional needs of maintaining a sense of integrity. Many managers may find it difficult to accept the reduced levels of power and responsibility that come with impending retirement They may not find it easy to adjust to new roles and follow extra organisational pursuits.

Poor health, financial problems may compound the problem and anger at one's fate may be displaced at the organisation which is seen as rejecting or spurning the manager in spite of his or her past contribution The general satisfaction level at this stage according to the study by K L Vires is low

1.5 IMPLICATIONS FOR CAREER GUIDANCE PROGRAMS

The stages for career development provide guidelines for career-guideline needs and program development. The entry and early career stage is highlighted by employee socialization process. The individuals need help in developing a sense of direction in the worker-social milieu where he or she is being evaluated. Helping individuals to assess the complexities associated with organisational life and establishing identity with new organisation are major counseling goal of this stage.

In mid-career stage the managers need counseling in dealing with the competition and other outside changes. As one integrates into the organisation, he should be made aware of the career paths and help to formulate a set of personal goals. The hazards associated with 'career plateaus' and obsolescence suggest that counseling programs continue education and training.

In late career stage the individuals are planning to 'phase out' or let go of major responsibilities. Counseling should help workers prepare for retirement by assessing their financial needs etc. pre-retirement stage can be made more powerful by making executives take up role of mentor or trainers for the 'rising stars' of the organisation.

K L Vines suggests that "the satisfaction with one's organisation is a function of a myriad of life cycle influences"²⁸ He finds a close match between the human life cycle stages suggested by theorists and the levels of job and organisational satisfaction. He suggested that the job planners should pay particular attention in designing interesting and supportive work assignment in the reality-shock, mid career crisis and pre-retirement phases as the phases pose severe morale problems.

Generally organisational career development programs are designed to provide methods of career pathing ie. establishing goals and planning procedures to obtain certain jobs or positions. More specifically the principle objectives are (1) to provide procedures for assisting individuals in formulating career objectives, (2) to clarify individual past performances and future potential in the firm. (3) to assist individuals planning to meet career goals and (4) monitor individual progress. The managers are trained in initial self development programs, provide career planning strategies, through career pathing and monitor individual progress through follow up and evaluation.

1.5.1 Career Pathing as a Career Development Strategy:

Career paths are lines of advancement followed in the organisation. Career pathing is generally recognized as a career development technique wherein the organisation classifies, grades and provides job requirements of all jobs within the organisation. Job titles are listed along with the requirements of the job, what job performance is required, the recommended qualification and the required training. This information must be made available to the employees through brochures or job postings so that they can plan out their progression in the organisation.

According to D T Hall “ Future job opportunities or career paths .. represent a great source or potential for individual development.”²⁹ The appropriate sequence of job appointments can have a powerful effect on the outcome of the career of a person (Wellbank, Hall, Morgan & Hamner³⁰ 1978)

The organisation must also identify certain low- ceiling jobs where there is a limited progression but which can be attractive for the employees with the career security anchor .

In fact a number of women executives in the more demanding stage of their family life cycle would prefer a less demanding low ceiling jobs. Also alternate career paths should also be identified. These can prove very attractive to employees with special capabilities. The personnel manager can help the employees chart out their individual career paths based on specific goals. Training needs for the different jobs can be identified and undertaken. The manager can monitor the employees progress towards these career goals , identify problem areas and conduct job performance reviews . Thus career pathing is a powerful technique which can be used for career development and result in a well motivated and satisfied employees.

1.5.2 Career Anchors:

In his research on “How career anchors hold executives to their career paths”, Schein³¹ concluded that career anchors are attitudinal syndromes that are acquired early in life. These syndromes are a combination of needs and drives and they serve to anchor a person to a few related types of careers . He identified 5 career anchors.

- 1 Managerial competence
2. Technical Functional competence.
- 3 Security
4. Creativity.
- 5 Autonomy- Independence

For instance the functional characteristics of persons with a managerial anchor have a capacity to bear considerable responsibility, ability to influence and control others and problem-solving skills. In contrast the technical competence anchor person will have technical excellence but may not be able to deal with people, solve problems etc.

Thus early identification of these anchors can prove invaluable for the organisation. The people with management anchor can be trained for top management position. Similarly the managers can identify people with security anchor. They don't want to compete for top level jobs and can be quite satisfied in low-ceiling jobs. People with creativity have to be given alternate career path options so that their creativity is utilized and satisfied.

1.6 CAREER DEVELOPMENT IN A NEW CONTEXT: A Relational Approach

The various models of career-stage development and life stage development lead us to assume that if we know a person's age, tenure in organisation, learning style etc., we can predict his career concerns and developmental tasks at this stage (Super¹⁰ 1986). But this is not strictly true in the new career context which is characterized by turbulence and an ever increasing diversity.

An individuals in the mid-career stage of his career might still find himself faced with the dilemmas of the entry stage manager – uncertainty about his value to the organisation, his self worth. It is the new turbulent environment of restructuring, down-layering, new markets and technology that make the manager's skills obsolete. He has to constantly develop a sense of identity and development competence whichever stage of career he might be in. Thus the question of identity and competence continue to resurface in a person's career. This

corresponds to Levinson⁹ and his associate's of life-structure wherein the question of identity and competence keep resurfacing in structure-changing periods as individuals altered circumstances , reorient their internal relationship to particular facets of life structure

In coming to terms with the new reality of today theorists advocate a relational approach to career development Kathy E Kram²⁷ (1996) defines a relational approach as . “ A relational approach to career development explores the ways in which individuals learn and grow in the work related experiences through connections with others , taking a holistic view of individuals and the nature of their interactions with assignments , people, organisations and the social context in which they work”.

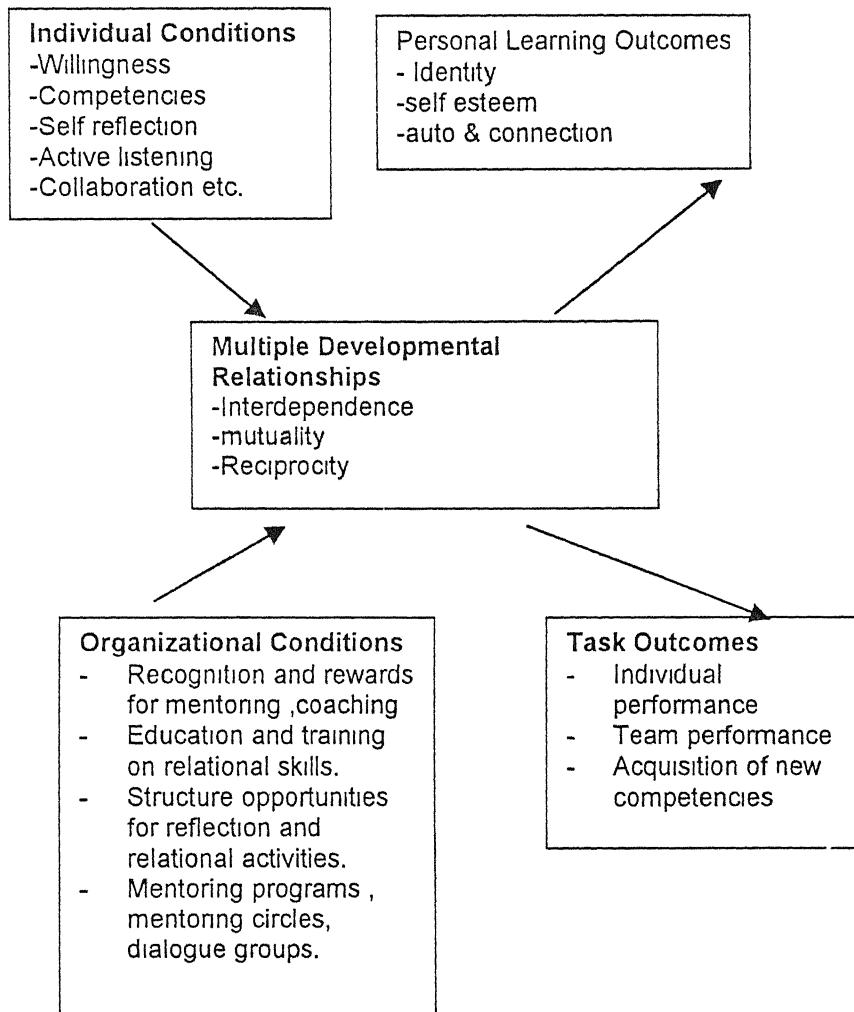
Kram³² (1983) ,Levinson Darrow³³ , Levinson and McKee³⁴ (1978) , Dalton and Thompson³⁵(1986) have stressed the importance of relationships in career development . The earliest work on relational approach to career development emphasized the importance of mentoring and coaching for individuals in the establishment stage of their careers (Hall³ 1976 , Super¹⁰ 1957). Dyadic relationship at the workplace helps in learning new skills , competencies and perspectives

Women especially can gain a lot from such multiple developmental relationships Their concerns about identity and value at work triggered by organisational and internal factors can be addressed by multiple relations at work. Kram has developed a model for relational approach to career development based on studies of women's development .

The relational model conceptualizes growth as a movement through increasingly complex stages of interdependence (Miller²⁸1986, Jordan et al 1996, Fletcher 1994b). Development is seen not as a process of differentiating oneself from others but as finding oneself more connected to others this model sees relational activity as a two -way learning process The mentor is conceptualized as a co-learner.

Fig 1.3

A RELATIONAL APPROACH TO CAREER DEVELOPMENT



Managers and career practitioners should create conditions to provide opportunities to engage in valuable relationships. Individuals have been known to benefit from multiple developmental relationships , experiencing unique potential for growth in each. Women have found it invaluable to be in connection with other women as well as males and develop relations congruent with their personal values.

It also opens doors for career advancement In relationships with common background characteristics (gender or race etc.) individuals find conformation and a reduced sense of

isolation. The relational approach supports work-related objectives. Self learning and creativity is enhanced by work teams like Chrystler's platform teams. Organisations should encourage fostering of relational approach to career development by recognizing, rewarding peer learning, mentoring and team work. Levinson's³³ most recent work on women at midlife, relationships are noted to be central to resolving work and family dilemmas that women (in both traditional and non-traditional roles) face.

1.7 CAREER SYSTEMS AND STRATEGIC EXECUTIVE DEVELOPMENT

“A career system is a set of policies and practices an organisation uses to provide staff to meet its human resources requirements.” (Sonnenfield & Peiperl³⁶) Career system involves the flow of people through the organisation . according to Udai Pareek³⁷ “Career system are concerned with the advancement of the individual employees in their careers in the organisation ”

Sonnenfield & Periperl on the other hand conceptualize the career system on the basis of human resource flows. This approach implies two fundamental properties of the career system . first the supply flow or the flow into and out of the organisation , and second the assignment flow or movement across job assignments . In the organisation the human resources flow takes place in three stages- entry , development and exit

In a career system entry involves recruitment and selection , development consists of assignment ,promotion and training and exit, layoff, firing, retirement or resignation At every stage of the system the organisation must make vital linkages to the organisational strategy of the firm including the strategic requirement of the manpower in the future.

1.7.1 Entry:

Recruitment consist of attracting candidates for hire while selection consist of evaluating the right candidate for the position. At the very beginning the firm must decide the kind of people required for current and future strategic directions If the company is following a strategy for future technological up-gradation, it must select its manpower considering the need for future technical expertise.

The organisation must first decide the kind of personnel needed in keeping with the critical strategy of the company. It must also decide whether or not to involve professional recruiters. The recruiters disseminate information about the company and attract the right kind of personnel for the job. The better informed the recruiters are about the organisation needs, the higher the quality of recruitment decision. Recruitment methods depend on the nature of labour markets. Professional associations, employee referrals can be an important source of information and candidates. The final selection and interview of the candidates is the first socialization of the recruits. There can be a series of interviews by various departmental heads and peers. There can also be psychological testing.

1.7.2 Development :

Assignment and promotion are the key elements of development process. Research shows that initial challenging assignments affect a manager's later career. Competition for promotion may begin early. The managers should be aware of the career paths in the company. Career momentum or the pace at which people advance, varies in different organisations.

The strategy and culture of the organisation determines the rate of career growth of an individual. If the critical strategy of the company is to become global, the employees might be promoted to go on an overseas assignment. Overseas assignment can be seen in such organisations as the career path to the top. Losers in the promotion contests may not travel further in the career path. The immobility might make them frustrated and stagnated. Certain companies like IBM who pace people through career paths, can ensure that dead end posts do not block an individual's further development. Alternate career paths can be suggested.

Companies can plan a member's career through career planning programs. Firms with centralized career planning programs can (1) minimize the hoarding of talent (2) reduce the drift towards obsolescence (3) ensure that women and minorities are treated equally. The organisations must go beyond self-assessment and developmental reviews. They must assess the changing human resource need of the company and the career paths likely to be followed by those who will fulfill these needs in the future.

Training programs are an important part of the developmental stage. Training needs should be assessed keeping in mind the organisational change. Individuals can be

trained for future technical needs, new products etc some organisations like Motorola believe in on- the-job training It has an action learning approach The learning group learns on assignment and gets back to the learning lab every three months to review Thus executive development is integrated with business issues.

1.7.3 Exit :

The exit stage of a career system is probably the worst managed process in the career system Loss of job whether by retirement, layoff , resignation, to pursue better opportunities – can be difficult for an individual The change may spill over to other aspects of life The loss of work may shatter a person's self confidence People suffer from job loss as much as the way the event transpires The lack of directness, the anger , the abruptness may reflect the personnel manager's fear of reprisals from friends or fired employee Poor management of exits not only damages the career of people departing but also hurts the internal culture of the firm

The organisation must manage exits effectively by understanding the reason for a person's departure through exit interviews High turnover at the entry stage , for instance, may be symptomatic of a underlying problem of less challenging job at he entry level Firms must also be decisive on which workers they are better off loosing and which are hard to replace.

Carefully tailored approach to exits can improve an organisation's ability to retain employees it needs and to remove those it does not Selective salary cuts , job redesign , changes In hours ,retaining of experienced and motivated personnel may be more effective than broad based exit programs Basically easing the transitions by advance notice and outplacement counseling can prepare people more to disengagement Programs for flexitime, part time, job sharing may mean a gradual phasing out and prepare for retirement etc.

1.7.4 CAREER SYSTEM IN INDIA :

A study was conducted by Silvera³⁸ (1988) on HRD practices in 17 Indian companies. At ITC a career development plan for each employee is prepared within the framework of the organisational business plan. The first input is a 'base plan' in which each unit prepares a checklist of minimum common inputs that should be made available to each executive in the

first ten years of his growth from induction through secondments and specialized programs to general development programs and interpersonal effectiveness labs. Career planning is being done by charting special career paths for employees who have spent a considerable time in the organisation and proved their competence.

Succession planning is an important part of this type of planning. One of the most successful of succession planning is done at Hindustan Levers where starting with the chairman succession plans are prepared for all key roles several years in advance (Silvera 1988)

A third element in the career system in Indian organisations which has been employed by some companies is mentoring. Tata Steel and Neyveli Lignite has a good mentoring system. The latter is based on good the Indian guru-shishya concept. Twenty-two retiring managers were chosen as mentors 85 juniors as mentees. Training was conducted for mentors and mentees.

1.8 CAREER SYSTEMS: An Organisational and Strategic Perspective

The career system has two perspectives viz. The supply flow and the assignment flow. The former gauges the movement in and out of the system and the latter gauges the movement of the people across job assignments. The supply flow dimension of the career system is measured by the system's openness to the external labour market. The assignment flow dimension describes the criteria by which assignment and promotion decisions are made. It reflects the pace and the process in the career pipeline and the criteria for promotion- technical vs political.

Based on this dimension Sonnenfield and Peiperl³⁶ have conceptualized a four cell typology with entry, development and exit characteristics. These have been given different names.

The Academy:

The key career system objective of the academy is development. Entry is strictly early career. Professional development is seen as personal and organisational goal. They value skilful teamwork. These systems development and retain their own talent. Important to their

systems are contextual qualities like task uncertainties , firm-specific knowledge, job sequence The academy is an important or a core competitor It works like a modern guild.

IBM is a good example of an academy The point of entry is the early career 80% of the entrants stay till retirement Strategic intentions and goals dictate the type of career systems Academies survey their context carefully before plunging into any new activities They rarely lead They are most skilful at execution Their career system should be anticipatory so that they have the infrastructure to honour commitments

The Club:

The key career system objective of the club is retention Generally the club is found in a monopoly situation, frequently shielded by regulatory buffers It transcends the market place concerns The emphasis is on membership and commitment to the mission of the enterprise.

Entry level is early career . Development is through slow career paths . Managers or workers are developed as generalists with emphasis on commitment . The turnover is low The strategic concern of the club is to maintain its monopolistic domain Employment practices cater to winning the community support by image building as benevolent public institutions

The Baseball Team:

The career system focus on recruitment. They are found in competitive markets where the premium is on creativity and innovation (advertising, broadcasting etc.) Hence the emphasis on performance and expertise. There is low job security and the recruitment is done at all stages Commitment is at a low level There is high turnover the employees see themselves as minor celebrities. Since the strategic concern is on innovation, the baseball teams are feisty and upbeat attracting innovative talent. Commitment is more to the profession than to the firm

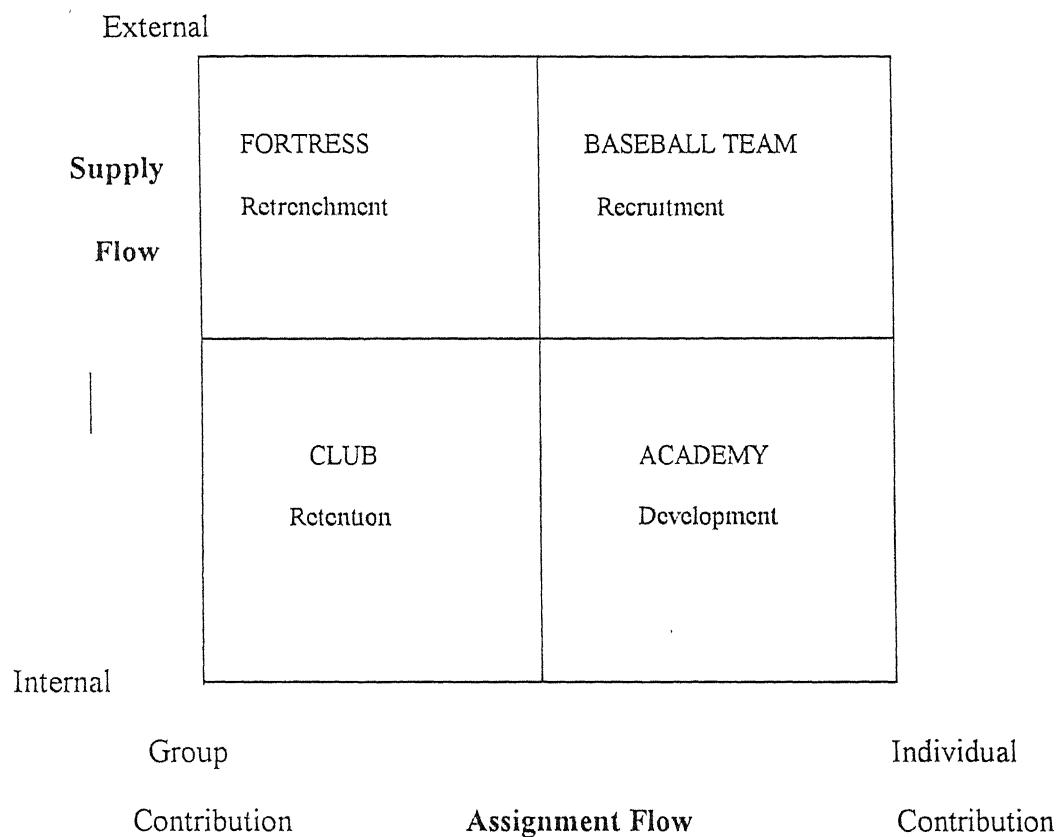
The Fortress:

The fortress career system focuses on retrenchment. These are engaged in struggle for survival in an intensely competitive environment. The strategic imperative is survival in adverse conditions They may be facing crises , turnaround challenges These organisations at one time might have been academies, clubs or baseball teams. They go into fortress mode to effect a turnaround. Some never emerge out of the fortress mode. The recruitment is selective

turnaround recruitment. The main effort is on retaining the core talent and retrenchment of the periphery. The following figure shows the career systems.³⁶

Fig 1.4

CAREER SYSTEMS



Only by aligning the career system with the overall corporate strategy can firms achieve optimum management of human resource flows. The effort should be to find the strategic factor of the company at that point of time and orient the company accordingly. The strategy for executive development should stem from the overall strategy of the firm.

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CHAPTER II

CAREER LIFE PLANNING

2.1 THE CONCEPT:

Career life planning is a concept that considers the individual in totality

It does not consider an individuals work in isolation Rather work is considered a major commitment in life planning and must be integrated into the individuals lifestyle Career life planning is a lifelong process in which the individuals should be allowed to keep learning and making career choices in keeping with changes in lifestyle or circumstances Zunker¹ defined career life planning as ; “Career life planning is an ongoing process that allows for change of direction as individual needs change and / or as situational circumstances cause change.”

Career life planning also helps manage changes by providing skills and allows for fulfillment in life Career life planning program is aimed at developing individual skills to meet future events It also identifies dimensions of lifestyle associated with work, family, home and leisure These lifestyle dimensions are compared with potential career choices in an attempt to determine lifestyle congruence with certain careers There are various programs like Shepard’s ²(1965) Planning for Living program and Life Work Planning workshops developed by Belles³(1982) and Crystal and Bolles⁴(1974)

2.1.1 Dimensions of Career Life Planning:

Career life planning is a developmental process in which the individual learns a variety of skills to be able to face future situations. It is a lifelong process in which the individual continues to identify his options and alternatives and decides which to follow in view of his life circumstances. This planning must be flexible In career life planning we learn to concentrate our attention on carefully laid plans and on those variables on which we have control.

The greatest contribution of career life planning is that it looks at the individual in a holistic manner Each factor such as educational level, marital status , leisure activities, family status, leadership needs, major goals in life etc are assessed and form the integral part of a

person's work life. It assumes what an individual would call his 'success criteria' or what motivates an individual to work.

Mc Celland ⁵(1961) expostulated that people have a driving need for achievement and power over others. Other work motivators may be need for security and success that comes from earning money, status associated with certain professions etc. The focal point of the concept is the intrinsic satisfaction from which the individuals judge their success in life and work. These intrinsic satisfaction factors may change as individual needs change over a life span.

The aim of career life planning is to set a goal for flexible career life planning that helps individuals identify their changing needs and set realistic goals to meet them. Through career life planning programs the organisation can not only provide education and training, but they assist individuals in determining their needs for programs and in understanding the reasons for adopting the life learning concept. Obsolescence can be avoided by making people learners for life

2.1.2 Career Choice:

The first focus of career life planning is on the factors that influence career choice. In career life planning values, interests , abilities, achievement and work life experiences are to be evaluated before a career choice is made. These factors and changes in these factors continue to influence career choices in later years.

As explained earlier career choice involves the accomplishment of developmental tasks and resolving of psycho-social crises. Individuals go through periods of uncertainty and indecisiveness. This period was considered by Super⁶(1957) as a period in the developmental process when interests have not been fully crystallized. The decision process is complex and different for each individual based on cognitive factors and social structure. Individuals evaluate their options internally by taking into account their interests , needs and abilities and externally by seeking acceptance and approval within the working environment.

Career life planning looks at career choices as a tentative from the standpoint that every career might not be carried out successfully for a lifetime in lieu of changes in lifestyle

dimension. Career choice is clouded by every person's search for self-identity and meaning in life. By choosing one career we might stifle some of our other talents and capabilities.

Career life planning helps us to constantly evaluate where we have been and where we are going. Opportunities are given to reconsider career choices in view of changed interests and values and also life situations. For instance, a girl fresh out of management college might pursue a high profile and hectic job in marketing and sales but with change in family situation, birth of a child, her interest and commitment at home might make her reconsider the career choice.

2.1.3 Role of Leisure in Career Life Planning :

Often leisure activities are overlooked because leisure activities have been taken for granted. But now increasingly career theorists are emphasizing the importance of leisure. It is seen in terms of self-expression (Kelly⁷ 1981) and counseling responsibility (McDaniels 1984). According to McDaniels⁸ (1984) career planning involves a work-leisure connection. Thus in the new holistic view of career planning, work and leisure are seen as inseparable counseling objectives.

Counselors believe that in planning for future career, one must look at what one does during leisure time. It might involve a special ability that can give a lot of self-satisfaction and maybe a future career path. Wilson⁹ (1981) suggested that leisure should be carefully planned and given a definite time commitment. In the framework of career life planning leisure is seen as an essential ingredient of life. Therefore career life planning must include planning for leisure activities.

2.1.4 Career life planning as a Promotion of Personal Competence:

Career life planning programs should be structured from broad based framework of life events, conditions and situations over the life span. The major goal of career life planning is to help individuals with changing events to accomplish the tasks and transitions of developmental stages successfully. Teaching skills that are helpful in meeting future events is one of the developmental goals of career life planning.

The model in ‘Life Development Intervention’ (Danish & D’Augelli¹⁰ 1983) provided a framework for teaching skills for career life planning.

- 1 Identify levels of skill development
 - a) Problem-solving skills.
 - b) Decision making skills
 - c) Planning skills
 - d) Goal setting procedures.
 - e) Career resources and how to use them
- 2 Decision making skills.
 - a) Knowledge of personal character.
 - b) Steps in decision making and applying them to a variety of life encounters.
- 3 Identifying assistance systems.
 - a) Public and private career-counseling locations
 - b) Sources of career counseling in organisations and institutions
 - c) Education and training assistance programs
 - d) Social support system
4. Identifying and using job market projections.
 - a) Sources and use of job market projections .
 - b) Potential future work roles.
5. Identifying career and life coping skills.
 - a) Job satisfaction
 - b) Sources of stress
 - c) Methods of modifying behaviour .
 - d) Coping skills in work and life.

The first step involves the careful analysis of individual skills in specific areas related to the problem-solving , decision making , goal setting and using resources. Thus individuals are able to identify the need to development skills in certain areas.

In the second step individual skills are assessed and projected into work environments. The second component emphasizes the need to make subsequent career decisions in later years. Coping with family obligations, changes in values, priorities is also stressed.

The third component is designed to assist the individuals in locating support systems that may be helpful in the future, within the organisation also the individuals should be made aware of the different training and educational programs and how they can benefit him in the future.

There are constant changes in the labour markets. Individuals will have to cope with these changes by retraining etc. Changes in technology can be anticipated and planning for these changes becomes vital.

The final component helps develop personal competencies and help cope with stress and modifying behaviour. Individuals need to focus in their strengths, develop skills to cope with changing circumstances in the future. At each stage in the lifespan the individual needs to reassess his job satisfaction criteria and realign his or her career options accordingly. The organisation can support the individual through its counseling. They can be helped to develop skills in order to change with his/her life situation and strive to fulfill the satisfaction criteria.

2.2 LIFESTYLE ORIENTATION

The increasing popularity of career life planning programs shows the desire of individuals to know their lifestyle orientations. This orientation has to be incorporated into the individuals career planning in the present and in the future. It can also predict the critical factors that an individual must look for in a job which will give him intrinsic satisfaction. Such factors as job, leisure, family, membership of organisations etc are important factors that must be addressed by the career planners.

Individual aspirations for social status, education, mobility, financial security are the key factors that determine life plans. These key factors and orientations must be identified by the counselors or organisations in order to help individuals determine their career course and also have a well motivated workforce.

Zunker¹¹(1975) developed a Dimensions of Lifestyle Orientations Survey (DLOS) which he applied to career counseling programs in Southwest Texas State University in 1975. DLOS was designed primarily as a counseling tool for assisting individuals in determining their lifestyle orientations and preferences with regard to family, career, leisure, place of residence, work climate and overall style of life. This tool is found to be useful in individual counseling programs where important decisions for career life planning are determined

Individuals are asked to rate 80 items on a three point scale Out of this exercise Zunker identified 11 dimensions of lifestyle orientations common to both males and females. These are as follows:

1 **Financial Orientation:** This is an orientation towards financial independence and social prominence A high score on this dimension indicates placing more importance on

- a) Having considerable funds for luxury items.
- b) Being socially active.
- c) Owning a second home
- d) Having a prestigious job.

2 **Community Involvement Orientation** is an orientation towards participating in community activities and services. Opportunities to work for social work organisations, church, conservation societies etc is important A high score on the dimension places more importance on

- a) Offering help to others
- b) Doing volunteer work
- c) Joining in neighbourhood activities.
- d) Belonging to service organisations.

3 **Family Orientation** An orientation towards family life A lifestyle dimension in which giving ample time to one's family and to participate in family activities is important. High score in this dimension indicates more importance to .

- a) Being married and having a family
- b) Emphasizing children's educational attainment
- c) Providing security and family life to children.

4 Work Achievement Orientation An orientation towards career development and commitment A lifestyle dimension in which professional challenges and, work autonomy and opportunity to assume great responsibility is important A high score on this dimension indicates placing more importance on :

- a) Having a challenging career
- b) Having a considerable contact with the general public.
- c) Meeting new and different people in the work environment.
- d) Making a significant contribution to society

5. Work Leadership Orientation: Orientation towards a leadership role in work environment A lifestyle dimension in which being a leader, assuming responsibility and being one's boss is important. High score in this dimension places more importance on .

- a) Having authority and responsibility in the workplace.
- b) Moving up the financial ladder.
- c) Being a recognized authority.

6 Education Orientation : An orientation for improvement through educational attainment A lifestyle dimension in which the opportunity for having high level education, attending educational lectures, supporting educational organisations is important A high score on this dimension means placing more importance on :

- a) reading and studying for advancement
- b) Having educational materials in one's home.

7. Structured Work Environment Orientation: An orientation towards regularly scheduled hours. A high score on this dimension indicates putting more importance on .

- a) Being married and having a family.
- b) Emphasizing children's educational attainment.
- c) Providing security and family life to children.

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- a) reading and studying for advancement.
- b) Having educational materials in one's home

7. Structured Work Environment Orientation: An orientation towards regularly scheduled hours. A high score on this dimension indicates putting more importance on :

- a) having a low pressure job.
- b) Having ample free time
- c) Having a 9 to 5 work schedule
- d) Being free of a large amount of responsibility at work
- e) Less dominant role of work in one's life style

8. **Leisure Orientation:** Orientation towards leisure activities. A lifestyle dimension in which there is ample opportunity to take vacations, participate in hobbies and other leisure activities. A high score on this dimension indicates placing more importance on .

- a) having simple, inexpensive vacations.
- b) Entertaining at home.
- c) Spending time outdoors

9. **Mobility Orientation** An orientation towards diversification and change. A lifestyle dimension in which opportunities to travel to foreign countries and live in different states and regions is important. A high score in this puts more importance on .

- a) Being able to afford extensive travelling.
- b) Having different and changing worksites.

10 **Moderate Secure Orientation:** a lifestyle in which there is little or no pressure to have large sums of money. A high score on this puts importance on .

- a) low pressure moderately paced lifestyle.
- b) Having a happy-go-lucky existence.
- c) Being comfortable but not rich.
- d) Low financial risk

11. **Outdoor Work Leisure Orientation** An orientation towards work and leisure activities out of doors. A high score on this dimension indicates more importance on·

- a) Having outdoor vacations
- b) Being able to spend time gardening.
- c) Being member of conservation society.
- d) Being able to spend time hunting and fishing.

An individual can give importance to more than one dimension of lifestyle. Also during different phases of one's life, one's emphasis can shift from one lifestyle dimension to another. Earlier in life a person may have work achievement orientation. Later the focus might shift to family orientation.

The dimensional factors can be used by counselors to help individuals identify career paths and options. For example if an individual has financial orientation he or she may be asked to consider financial compensation from different careers. Once priorities are clarified, realistic options and alternatives can be developed.

Secondly, a comparison of lifestyle dimension with other individual characteristics such as skills identification and interests can point to congruencies and differences. For example if an individual has strong family orientation (factor 3) and leisure dimension (factor 4), but is considering careers that require long hours and dedication, these differences can be discussed. These discussions can forestall future conflict between career choice and lifestyle dimension.

2.3 LIFE PLANNING PROGRAMMES

Life planning programs are designed to promote self-awareness and help individuals face responsibilities of life in future. Generally there are workshops in the form of one day sessions. In these sessions highly structured exercises are carried out. Usually eight structured exercises are followed. They are as follows¹:

Table 2.1

Exercise	Purpose
1 Life Line	To identify past and current situations in life
2 Identifying and stripping of roles	To identify individual roles in life and share individual feelings when roles are stripped.
3 Fantasy time	To develop self awareness when free of roles
4 Typical day and special day of the future	To further crystalliz self awareness and Individual needs of the future when free of roles.
5 Life Inventory	To identify specific needs and goals with identification of each individuals special characteristic
6 New Release	To further clarify specific interests and future desired accomplishments
7 Reassume Roles	to clarify or formulate goals while ressuming originally identified roles.
8 Goal Setting	To set realistic short term and long term goals

The **Life Line** exercise requires an individual to draw a line from birth to the present. He then indicates key life experiences and present position in life. This helps in future life planning.

Identifying and stripping of roles requires the individual to rank in order of importance the five important roles played by him (e.g. Mother, wife etc.) next, starting with the least important role the individual strips that role and shares the feelings associated with freedom from that role. Similarly the individuals strip all roles till she is role-free and can freely express life planning needs.

The third exercise is **Fantasy Time** in which the person continues introspection without the cumbersome roles. In ‘a typical and special day of the future’ exercise the individual describes an ideal day in the future under ideal circumstances. This exercise helps the individual to understand how life roles block present and future needs fulfillment.

The fifth exercise of **Life Inventory** an individual writes of his greatest experiences in life, things done well and future desired accomplishments. This exercise identifies special needs. In **News Release** exercise the individual considers his life inventory in relation to what the future should be. Thus he develops realistic future needs

In the **Reassume Roles** exercise the individual reassumes roles earlier stripped. He or she decides which roles should be kept and which discarded to attain future accomplishments. The emphasis is on which factors can be changed or controlled for future life-planning.

The final exercise, **Goal Setting** requires that each individual describes the specific behaviours that can bring about specific life planning goals. These exercises are adapted from Shepard's (1965) Planning-For-Living programs and are very effective in individual promotion of self awareness and life planning

Another famous career life planning program is “What Colour Is Your Parachute” by Richard Bolles ¹²(1978). In this Bolles suggested that careers be approached from career life planning perspective. Life planning should include possibilities of several careers not just careers that satisfy present needs. He describes the following objectives¹²:

- 1 Establish goals
- 2 Identify skills

3. Establish time lines (when the goals are to be accomplished)
4. Establish who is in control (individual should take control of her own life)

He also identified six modal personal styles and the corresponding work climate suited to each style as a basic tool for career decision making.

“Where do I go from here with my life” is another work by Bolles and Crystal ⁴(1974). This manual assists an individual in finding fulfillment in life by assisting him to find alternative career, learn effective decision making techniques and job-hunting skills and develop alternate career planning. It consists of 16 sessions and the topics covered in each session are as follows⁴.

Session	Topics
1	Your work autobiography
2.	Your most important achievement, reading , assignments, professional skills, distasteful living and working conditions
3	Your educational background, typical working day, practice field survey.
4.	Your geographical preference and contact list
5.	Targeting, people environments, your philosophy of life
6.	Your ideal job specification and your personal economic survey
7	Skill identification.
8.	Skill list.
9.	Clustering your skills,your talking papers, your ten top clusters.
10	What would you like to accomplish, what you are worth and what needs doing.

- 11 Your ultimate life goal, your immediate job perspective
- 12 Systematic targeting, your personal operations plan.
- 13 Your functional summary, where you are going, the active job search
- 14 How to meet individual job targets, interview and plan actively.
- 15 How to survive after you get the job
- 16 Postscript: Full career life planning and professional solution
- 17 Development , finding tool, your estimate of the situation

In Bolles's work "The Three Boxes Of Life"³, he looks at the individual life span as three boxes – education, work and retirement. These three boxes should not be considered mutually exclusive but should be coordinated through life-work planning in such a way to build a better balance in life. He enumerates three major issues to promote life planning (Bolles 1982 b p 11-28³). They are

- (1) What's Happening? (current relevant issues)
- (2) Survival (family issues such as physical, emotional, spiritual and financial)
- (3) Meaning and mission (individual goals, targets and ambitions)
- (4) Effectiveness (for accomplishing goals)

Bolles expostulated that the first three issues must be tackled in order to reach the fourth issue of effectiveness. The focal point is to get life out of the 'boxes' and to achieve a more balanced life.

2.4 CAREER LIFE PLANNING AND WOMEN

Career life planning looks at an individual in a holistic manner taking into account his or her lifestyle imperatives. This perception is of great value to addressing the problems of working women . Women are emerging as a sizable part of the workforce. The focus needs to

be on women without sex-role stereotyping and gender bias. Their special needs as career-cum-homemakers need to be addressed by career planners and counselors.

As described earlier, Ginzberg ¹²(1966) considered three lifestyle dimensions of women as

- (1) Traditional (Homemaker oriented)
- (2) Transitional (more emphasis on home than job)
- (3) Innovative (giving equal emphasis to job and home).

These dimensions seem to represent realistic lifestyles found in today's women with the addition of

- (4) Career oriented dimension (high priority given to the development of career).

Counselors need to analyze the lifestyle dimension of each women in the organisation. They must recognize the psychological barriers to movement towards innovative lifestyle. Women may feel that they lose their female identity by moving towards a career oriented lifestyle.

Career life planning exercises like the role stripping exercise might help women to recognize their needs and ambitions. Self clarification can help women recognize their individuality, achievements and ambitions. Skill inventorying will help women understand their needs to attain skills and become learners. Strategies and models for managing the dual roles of homemaker and career woman can also help women.

Lifestyle clarification through exercises like DLOS and LOI (Life Orientation Instrument) can help women understand their lifestyle orientations and plan their lives accordingly. Assertiveness training, job hunt skills, interview training can give them vital clues to combat sexual stereotypes at the workplace. They can also asses different careers and choose a career best suited to their lifestyle. Secondly by setting flexible life planning goals for themselves they can continue to asses career options and learn skills to meet the challenges in the future.

Career life planning can address the problems of the displaced homemakers i.e. older women who were former homemakers and whose children are now on their own and who are

now widowed or divorced. They are unprepared for entry into the job market and need a lot of preparation. Similarly divorced women with young children can be helped to cope with their new lifestyle by balancing responsibilities of parenthood and work. Women with childcare problems can be helped by finding daycare centers or employing strategies like flexible work hours, job sharing etc.

Thus the main emphasis is on recognizing the woman as a unique individual with attitudes, interests, aspirations and lifestyles. The challenge is to clarify this uniqueness and to project those characteristics into work family and life planning. Career life planning can play a vital role in addressing the problems of working women as an ongoing process and helping them become learners for life.

2.5 Career life planning in Perspective

Career life planning emphasizes continuous learning i.e. education and training is required throughout the lifespan. The focus is on decision making for a career choice and also subsequent career choices. The career life planning tries to identify the lifestyle dimension that provides greatest innate satisfaction and meaning to an individual. With this lifestyle clarification the individual can proceed with a career choice which will make him a motivated and satisfied employee and person.

An organisation supporting and encouraging career life planning would benefit by having a motivated and high performing workforce. The employees should feel free to continually analyze their orientations, seek new career paths and get trained for their new careers.

The critical factor here is that the individual is responsible for charting his life course and making vital decisions. This brings us to what the career theorists like D.T.Hall refer to as the 'Protean Career'¹³- a career shaped by the individual himself where the organisation is seen as a facilitator helping the individual achieve lifestyle objectives.

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CHAPTER III

THE CHANGING NATURE OF CAREERS

D.T.Hall and associates¹ (1996) have described the paradoxical state of today's careers by remarking "The career is dead! Long live the career!" With the present chaotic environment the companies cannot afford to give a lifetime employment guarantee which was earlier given by giants like IBM,DEC, GM, Lloyd's etc. Therefore career as seen in terms of a series of linear moves is dead. However career in terms of development of a person's skills, learning, self identity has a scope it never had in the time of blue chip companies.

3.1 THE PSYCHOLOGICAL CONTRACT

The individual and organisational attachment can take many forms and one of them is the psychological contract (Rousseau & Parks² 1993). The psychological contract is the unwritten contract reflecting the individual's (worker or employee) understanding of the employment relationship terms. Schein³ first discussed the psychological contract as the foundation of employment arrangement in which the continuation of relationship and the mutual expectations were met.

In what is termed by Rousseau and Wade-Benzoni as the 'Bureaucratic Phase'⁴ of employment relations, there emerged complex hierarchical structures with internal labour markets. In this phase described by Whyte's 'Organisational Man'⁵ (1956) and Rosabeth Moss Kanter's 'Men And Women of the Corporation'⁶ (1977), there developed what is now called the 'old covenant'. It was actually the creation of internal labour markets (ILM) with linear career paths offering a promise of long term employment.

As the economic environment changed with recession, global competition, bureaucracies became veritable dinosaurs. There came a phase of restructuring, delayering, outsourcing as corporate houses struggled to survive. Established bureaucracies were replaced by more flexible organisations variously termed as ad-hocracies, high tech, post industrial networks (Kanter⁷ 1989, Venkatesh and Vitali⁸ 1992)

flexible, fast and looser structures came into being. These structures of the 90's became Adaptive Organisations (Hall and Mervis⁹ 1995). The new entrants till the 80's with the expectations of upwardly mobile career paths (Yuppies) changed to the downwardly mobile professionals (Dumpies). There emerged alternative career paths with emphasis on continuous learning. Thus the traditional employment arrangement and its underlying psychological contract of lifetime employment in the 1950's, 1960's and 1970's came to an end. "Traditional career paths have become dinosaurs"⁹ (Hall & Mervis 1995)

Hall has asserted that to a great extent the old contract was a myth and was not the norm in the US business organisation. However there were some firms with strong internal labour markets in which this existed. The firms with these long term career cultures were AT&T, IBM, Sears, Exxon, Digital Equipment Corporation, P&G, Polaroid etc but Hall asserts that in sum only about 3.5% of US labour existed under lifetime employment guarantee.

3.1.1 The Adaptive Organisation :

The bureaucracies with their emphasis on structure and efficiency were the environmental imperative. The structured autocratic organizational forms survived in the stable environments of the past. As tasks became complex and the environment turbulent, a decentralized, flexible organisation seemed best suited. The response capacity of the organisation had to be fast. Hence decision making and processing of information became the task of small self-contained business units or what some describe as business-within-a-business. They were self designing systems valuing flexibility and impermanence.

By the 1980's the change that began with the parallel structures, collateral organisations and matrix organisations, came to a full circle. There began an era of "continuous restructuring exemplified by new work designs, continuous improvement programs and mergers acquisitions and cross company ventures in service of reinventing the corporation".⁹ (Hall & Mervis 1995). Finally came the conceptualization of the "boundaryless organisation"¹⁰ (Davis 1995) that are continuously redesigned around markets.

Handy used the term 'Federal organisation' (1992) to describe such adaptive organisations. "Federalism implies a variety of individual groups allied together under a

common flag with some shared identity”¹¹ (Handy ,1989) D T.Hall describes the Learning Organisation as best suited for survival in these conditions “ A learning organisation is one that has a capability to be self reflective, to have smooth communication at all functional levels and to be able to respond quickly to changing customer requirements”¹.

Handy¹¹ (1989) describes the configuration of human resources in the new emerging organisation as being like a shamrock The first leaf and the most important for continuity is the ‘core group’- a group of managers, technicians and professionals. The second leaf is of specialized people and firms often outsiders who serve the purpose of distribution etc. They have also been called ‘peripherals’ by some authors. The third leaf is of the contingent labour force. They are part timers and temporary workers.

This model of flexibility is most suitable for the continuous adaptation and restructuring required of the organisation of the 90’s. the employees will be viewed as self-managing, semi-autonomous professionals whose security does not lie in career paths but in their core competencies

3.2 THE PROTEAN CAREER: Nature of the New Contract

To develop and operate effectively in this emerging form of organisation the individual also needs to develop analogous characteristics – of learning how to learn throughout your life. The employees in other words need to become proteans(Hall ¹²1976). The term ‘protean’ is taken from the Greek god Proteus who could change his form at will.

We see now a shift from the organisational career to what Doughlas Hall called the “protean career”, a career based on the pursuit of psychological success in one’s work Hall in ‘Careers in Organisations’ describes it as follows¹³.

“The protean career is a process which the person, not the organisation, is managing.

It consists of all of the person’s varied experiences in education, training , work in several organisations, changes in occupational fields etc. the protean person’s own personal career

choices and search for self-fulfillment are the unifying or integrative elements his or her life. The criteria of success is internal (psychological success) not external”

The protean career is shaped more by the individual than by the organisation and may be redirected from time to time. The new contract is with the self and with one's work. In this new contract the organisation's role is that of a developer who provides resources and opportunities for core employees to grow and develop their careers. The employer ensures that the employee has opportunity for continuous learning which will in turn ensure employability security for the employee. So the focus is on employability inside and outside the company.

According to Robert A Waterman, Judith Waterman and Collard¹⁴ (1994) “Under the new covenant employers give individuals the opportunity to develop greatly enhanced employability in exchange for better productivity and some degree of commitment to company purpose and community for as long as the employee works there” The following model by Hall presents the concept of the Protean Career¹⁵.

NEW PROTEAN CAREER CONTRACT

- (1) The career is managed by the person not the organisation .
- (2) The career is a lifelong series of experience, skills, learning transition and identity changes (career age counts not chronological age).
- (3) Development is
 - Continuous learning
 - Self directed
 - Relational
 - Found in work challenges
- (4) Development is not (necessarily)
 - Formal training
 - Retraining
 - Upward mobility
- (5) Ingredients for success
 - From know how TO Learn how
 - From job security TO Employability
 - From organisational careers TO Protean careers
 - From work self TO Whole self
- (6) The organisation provides
 - Challenging assignment
 - Developmental relationships
 - Information and other developmental resources.
- (7) Goal : Psychological Success.

3.3 IMPLICATIONS FOR WORKERS

Protean career implies a new definition of career progress and success Hall has commented on the shortening of the career cycle A person may have three or four careers in his lifespan More and more careers will be of a cyclical nature – involving periodic cycles of skill, apprenticeship, mastery and reskilling. Lateral rather than upward movement will constitute career development Cross functional moves, multiskilling, continuous learning and employability will constitute the basic characteristics of success

Development means ‘Learning a Living’. Workers will change jobs, organisations and even careers With this frequent job rotation , lateral career moves, they will have to be highly adaptable The premium will be on ‘learning how’ to adapt to new situations The non-learners will find themselves downwardly mobile at earlier than expected stage. The workers will have to “Pack your own parachute”¹⁶ and continuously network across functional boundaries. The self directed worker will have to upgrade their skills. Continuous skill development will become essential for middle aged and younger people who will age over several career cycles Career development will hence entail personal development since the new contract is with oneself.

3.3.1 Continuous Learning Via Psychological Success:

Psychological success is the main focus of the protean career The path to the top has been replaced by what Herb Shepard¹⁷ called ‘path with a heart’ Shepard used this term to describe success in terms of one’s unique vision and central values in life- or in other words psychological success It also means finding your own talents and genius. The important fact about the ‘path with a heart’ is that it considers the person as a whole with values, obligations and not just a person on the way to the top. It means that one must first discover oneself, design evolutionary paths that will create these futures, commitment to one of these paths. The key is to find out what is most important to you and then to go after it.

Success in career can mean personal failure It is easy to lose sight of one’s deeply held values. Moreover what one chooses for oneself in early career choices might not fit in mid-career. The priorities, inclinations and commitments may change. This goes especially for women workers. The need is to constantly self-reflect and self direct oneself to the path with a heart This will lead to intrinsic satisfaction According to Shepard¹⁷:

“ These are the things you can now or potentially could do with excellence which are fulfilling in the doing of them, so fulfilling that you also get paid to do them, it feels not like compensation but like a gift”

Shepard has given a few hints to find your ‘path with a heart’

- 1 ‘Look at yourself’ ie try and find out what genuinely interests you when you are at leisure
2. Second source is your own life history i.e. to think back at things you have done well and enjoyed doing
- 3 The third important source is feedback from others i.e. what friends, family and co-workers say about your strengths, weaknesses and interests

Tests by career professionals are also helpful in finding out special aptitudes and interests Luck plays an important role But it is self-learning and self-knowledge that can help us take advantage of opportunities that shape our lives so strongly.

3.3.2 Career ‘Meta-competencies’: Self Knowledge and Adaptability

The protean career involves a high level of personal responsibility and self awareness This freedom may be terrifying for those used to the comfortable security of the psychological contract. A psychologist Robert Keegan¹⁸ reports that fewer than half of the adults in his samples had reached the level of psychological development at which they were comfortable operating independently in today’s complex environment

To realize the potential of the new protean career the individual must develop new competencies related to management of self-career. He must be able to become a self-learner i.e being able to learn on his own and being able to self-reflect.

Meta-skills are skills that help one to learn. Self-knowledge (identity-awareness) and adaptability are what Hall calls ‘meta-competencies’ required for learning ‘how to learn’. Without self-awareness adaptability is just a blind reactive change. A person could take up

changes which are not consistent with his or her goals and values. Adaptability and self-knowledge together promotes ‘Generative change’ according to Argyris¹⁹ Thus a protean career means becoming a learner for life

3.4 IMPLICATIONS FOR ORGANISATIONAL CAREER MANAGEMENT

The environmental imperative is that companies turn into ‘Adaptive Organisations’ with human resources moving fluidly across boundaries. “The new covenant is about empowering people so they have job choices when circumstances change” says 3Com’s Engcl Hence the focus is on employability – the creation of a ‘Career Resilient Workforce’.

“By a career resilient workforce we mean a group of employees who not only are dedicated to the idea of continuous learning but also stand ready to reinvent themselves to keep pace with change; who take responsibility for their own career management and ----- who are committed to the company’s success” ¹⁴(Waterman jr , Judith Waterman & Collard , 1994)

The concept is of the workforce as multiskilled workforce adapting itself to the different situations, moving fluidly over different boundaries and acquiring more skills all the time. “Companies must shift from using and harvesting employees to constantly renewing employees”.

The implication for adaptive organisation as far as career development practices are concerned are :

1. Selection and placement are crucial to development.

The adaptive organisation will select people not just for today’s specific job It will in fact select and develop people who have an appetite for continuous learning and are adaptable to changing situations. Employees throughout the organisation will have to be moved through well planned, enriching on the job development. A large body of research shows that best source of learning is the job itself. (Hall & Associates ²⁰1986). Job should therefore stretch a person’s abilities and give support and opportunities for self-learning and development.

2. Lifelong learning depends on mobility:

The adaptive organisation will move its employees not only through different functional, boundaries but also through the different ‘leafs’ of the organisation i.e. from the core to the second leaf. Its ‘internal’ market for promotion would include all the people in different leaves. The old concept of career paths must go as employees move across functional boundaries, units and project teams.

Secondly the concept of ‘career plateau’ as occurring towards the end of the career has changed because of the ‘shortening of the career cycle’. The employees are expected to periodically plateau. So the organisation is faced with guiding its employees through a number of career cycles and hence developing their adaptability and lifelong learning.

Companies can do this by encouraging the employees to explore new areas, even disengage and move on from core area to a peripheral area (eg Suppliers, distributors, special projects etc) and then return to the core area. Thus the company must help people explore job opportunities, facilitate lifelong learning and job movement.

3 Real-time learning is on-the-job learning:

Theorists are increasingly of the view that separate training and retraining programs are not as effective as on the job learning. Years of research on career learning shows that best learning is on assignment (Hall & Associates²⁰ 1986, McCall, Lombardo & Morrison²¹ 1988). Therefore emphasis should be on ‘real time’ learning on special assignments which are more strategically oriented.

Action-learning program at 3M, Motorola and General Electric have integrated their personnel development into work projects. These workers-cum-learners manage complex relationship through team work, upgrade their skills and get 360 degree feedback. Change management programs are also integrated into these projects.

4. Relational Approach to careers:

D.T Hall and Associates have asserted in their book ‘Career is Dead – Long Live the Career : A Relational Approach To Careers’ that in the future organisations will take a ‘relational approach’ to careers – and thus promote continuous learning. The major source of learning will be through new work challenges and relationships. The individuals will

be put through continuous stimulation and challenge by changing assignments that demand different skills Relationships will be the key source of learning.

Emphasis should be on mentoring relationships The important fact about mentoring is that it cannot be enforced but is voluntary. Mentoring by senior members belonging to the same sex, nationality race etc. can be an important learning tool Organisation has to promote conditions conducive to forming mentoring relationships Kathy E Kram²³(1996) has asserted the importance of having several mentoring relationships in each stage of the career development Indeed with the changing environment the individual finds himself a learner and novice at any point of career Mentor is also a co-learner (Kram & Hall 1996) Fletcher²⁴(1994b) McCaulay & Young²⁵ (1993) have asserted that individuals require new relational competencies in order to survive and develop today. Therefore regardless of age or career , when individuals face concerns about identity and value at work, they benefit from mentoring relationships.

Women have a tendency to see more in potential in growth through connection (Miller²⁶1986, Jordan et al ²⁷1991, Kram and Collom²⁸ in press) Levinson²⁹ has asserted that for women relationship approach are central to resolving family dilemmas. Thus mentoring, coaching and relationships are integrated into learning

5. Providing information to people:

In order to help people self-manage their careers , the company has the obligation to provide career related information. Information about career opportunities within and outside the organisation and also support in taking developmental action becomes the obligation of the company. Employees learn about the strategic direction of the company, opportunities in different functional areas and also training and development programs. Internet career information and self-assessment sites, company web pages, electronic resumes, career software assist employees in gathering career opportunities information

The need is to move away from the parent- child relationship and have an adult- adult relationship with employees where all strategic and career information is shared. Companies that shared information about company strategy , career opportunities etc say that employees appreciated being treated as adults and responded in kind

The 3Com's building- management function which the company was planning to outsource became common knowledge to its employees. The employees were made aware of their options and could manage the change well. Once the organisations recognize the inevitability of the change they can put systems in place to minimize the risks involved in career resilience programs. At 3Coms for example, if an employee deemed critical by his/her boss request transfer to any other unit , or any other job, this transfer cannot be denied. The company might end up loosing a valuable employee by not permitting him to manage his/her own career.

6. Career mobility should be valued:

Going with the same logic as above, the company should view turnover as positive not negative. The risk run by the adaptive corporation is that skilled and experienced people might leave before the company's investment in them is realized. But authors like Hall , Collard, Waterman argue that companies with a 'learning culture ' are more apt to attract and retain people of all ages. People who plateau in their careers should be encouraged to learn and develop or even start off on a totally new career path.

The company should value not only peak performers but also people who move from job to job and adapt and learn. Companies can give 'learning bonus' and a premium for new skills that are mastered. The point is to put less stress on skill mastering and current performance (as an end in themselves) and more emphasis on learning and developing in new areas.

7 Older workers need not be deadwood:

In the adaptive corporation retraining and redeployment of older workers will be considered a cost effective measure. Older workers who have benefited by the continuous learning policy of the company will be more expensive to replace than early career employees. The company will have more options for these workers. They can move the firms on the second leaf as a phased retirement plan. Older workers can also serve as mentors and coaches for the younger workers.

8 Establish career centers:

Some theorists have emphasized that career centers should be set up in each corporation. This career center must be staffed with career counselors and career research specialists. They must be familiar with the recent computer software. Employees must be encouraged to avail of their services. Confidentiality should be observed.

Sun, Apple and Raychem have turned to Career Action Center, a non profit organization in Palo Alto California. This is a major institution in the silicon valley area. While Sun's, Apple's and Raychem's own career centres are headed by their own employees but staffed by specialists and counselors from the Career Action Centre. This has proved to be a powerful combination. The insiders know the company culture and the outsiders provide special expertise, objectivity and flexibility. Several midsize Silicon Valley companies lead by 3Com consults for career resilience programs. Apple places a large amount of career information on its 'electronic campus'. So Apple's far flung employees also have access to career information.

3.4.1 Ten Steps to Promoting Protean Careers

In his book 'Career is Dead Long Live the Career'²² D.T.Hall and Associates have outlined ten steps to promote successful protean careers. These steps can be summarized as follows

- 1 Start with the recognition that individual owns the career.
- 2 Create information and support for the individuals own developmental efforts.
3. Recognize that career development is a relational process : the organisation and the practitioner play a broker role.
4. Integrate career information, assessment techniques, career coaching and consulting.
- 5 Provide excellent career communication.

- 6 Promote work planning: discourage career planning (i.e employees should think in terms of areas of work they would follow for a period of time allowing for changes in work activities based on personal interests)
7. Focus on relationships and work challenges for development
- 8 Provide career interventions aimed at work challenge and relationships
9. Favour learner identity over work maturity
- 10 Develop the mindset of using ‘Natural resources for development’(i.e. learning from assignments, 360 degree feedback, developmental relationships coaching etc)

The protean career has become an organisational imperative in the face of cutbacks, layoffs that the companies are forced to undertake in the face of an increasingly competitive environment. Companies faced with the ‘new realities’ are changing their corporate philosophies. Digital and Hewlett Packard for instance- once committed to full employment now promise top notch training and good environment. They promise honesty in business conditions and help in outplacement. Thus without lifetime guarantees for employment, the companies can still enforce a work culture that is attractive to lifelong learners.

The adaptive corporation can have other options for employees by offering their partnerships, profit sharing or even emeritus status on eventual retirement. Some employees who are specialists might work as casual labour with fee for service arrangement.

With the increasing flexibility in career and work assignments the workers automatically feel more in control of their work. It will also help them manage their family and other commitments. Research on social identity (Lobel ³⁰1991) suggested that work family conflicts can be minimized to the extent that people achieve some congruence in their work non-work roles.

Protean career also recognizes that employees have different expectations and needs from careers. This also varies from one period to another of their lives. Some people might prefer high involvement career paths with continuous challenge, growth and development- intrinsic rewards of work. Others might be more oriented towards the extrinsic rewards- steady pay,

good benefits, working conditions etc companies should match people's talents and requirements to the jobs

The career development policies should be flexible allowing for flexitime , work from home, job rotation for variety Women ,for instance might require a switch to low involvement career path because of family imperatives This might be a low- stress alternative to stay on the fast track. The young parents can have the option of switching back to high involvement career paths as soon as they feel able to do so.

Thus the companies have a lot to gain by becoming adaptive organisations and promoting protean careers It gives them a way of tackling a situation where employee is distressed about his/her job vulnerability. Keeping the employees fully informed about business strategies and ensuring that he or she has competitive skills and employability , the organisation can have a truly career resilient workforce

3.5 STRATEGIC EXECUTIVE DEVELOPMENT

“Strategy is defined as a process through which the basic mission and objectives of the organisation are set and a process through which an organisation uses its resources to achieve its objectives ”³¹(Tichy , Fombrun, Devanna 1982) The strategy of an organisation is reflected in the structure i.e organisation of the work into roles like finance, marketing etc. Structure follows strategy according to Chandler. He identified four major strategies that resulted in structural change They are³²

- (1) Expansion of volume.
- (2) Geographical dispersion.
- (3) Vertical integration
- (4) Product diversification.

Galbraith and Nathanson³³ added human resource management to arena of strategy They asserted that the human resource problem is to keep the strategy structure and human resource dimension in perfect alignment. They advocated the fitting of performance measure to strategy and structure as well as to reward , career paths and leadership Kram, Hall and Seibert

³⁴(1997) advocate deriving of the business strategy from the business environment (e.g Customers , technology, global competitors). Then the ‘Strategy for Executive Development’ must be derived logically from the strategic direction of the firm Finally executive development activities should flow from the executive development strategy

The authors have emphasized the ‘weak link’ between business strategy and the strategic executive development The importance of this link has been recognized by a number of thinkers(eg Hall and Seibert 1992, Robinson and Wick 1992 , Vicere 1992 , Tannenbaum and Yukl 1992)

Strategic executive development has been defined by Kram Hall and Seibert³⁶ (1995) as follows:

“Strategic executive development is the (1) implementation of explicit corporate and business strategies through the (2) identification and (3) growth of (4) wanted executive skills, expansion and motivation for the (5) intermediate and long term future ”³⁶

They advocate the starting point of business strategy and work to integrate development opportunities into the implementation of that strategy. According to Bartlett and Ghoshal (1995) “ The most basic task of corporate leaders is to unleash the human spirit which makes initiative, creativity and entrepreneurship possible”³⁵ Indeed the focus of strategic management should be the unleashing of this ‘human spirit’. Bartlett decries overdependence on strategy- structure- system management model which looks at the “Organisational Man” as just another factor of production be controlled by systems, procedures and policies. Instead the focus should be to build organisations that reflect abilities of members The organisational man is now being changed for the ‘individualized corporation’

Leaders like CEO of ABB Mr. Percy Bernevik see the management challenge in terms of engaging the unique capabilities, skills and knowledge of member of the organisation.

In a study of 20 large successful large American Companies the authors Bartlett and Ghoshal³⁵ (1995) came upon a “new philosophy of strategic management” advocated by corporate leaders. It involves delegating of strategic decision making responsibilities to the

front line managers closer to business. Top level managers still influence long term decisions But like at the 3Ms the development and support of the entrepreneurs at the frontline is vital to the growth of the organisation

At ABB Lindahl the Executive VP sees his most important role as coach and developer of the management team He calls it “Human Engineering” Similarly Roger Enrico at PepsiCo coaches upcoming executives encouraging them to come up with the “big idea” and implementing it Thus the skills of high potential managers are developed

Bartlett and Ghoshal ³⁵(1995) described the efforts of Komatsu’s president Tetsuya Katada who changed his company’s strategy from ‘beating up Caterpillar’ to the broader objective of ‘Growth, Global, Groupwide’. Katada softened the systems- driven top-down planning model Since the strategic interest of the company now became to promote self-sustaining businesses, the personnel policies were adjusted according to this new strategic mode Earlier the best people used to be at the Central Research Laboratory or the Construction Equipment Division Now 70% of its new recruits were sent to its non-construction businesses Next he developed a web of relationships across the company by his new career path concept. These include a ‘return ticket’ policy to encourage the transfer of young employees to subsidiaries This transfer was earlier seen as a banishment

The Strategic Exchange Program allows the employees to work in other parts of the company on a short term basis. Further, half of the top executives were given oversight into the non construction business which he aimed to develop. His aim was to widen the perspective of the top managers and to create career paths and role models for the company’s rising managers. Thus by meshing career planning with the company, Katada built the management capabilities that the new businesses would demand.

3.5.1 The Problem of the Weak Link:

A number of authors have recognized the problem of the ‘weak link’ (Kram, Hall and Seibert³⁶ 1997) between the business strategy and strategic executive development. The reason for this has been described by Kram ,Hall and Seibert as

1. HRD has been inwardly focussed than outwardly focussed. The HRD function has not kept close to its customers (i.e. Senior line management).
2. The inability of HRD to respond quickly to its customer's needs. In today's rapidly changing scenario business strategy undergo change as a response to the business environment. But executive development must be so integrated into the business strategy that it becomes as responsive to the changes in business strategy.
3. There is a false dichotomy between developing individuals and conducting businesses. HRD is responsible for developing managers while line managers conduct business. Thus developing talent and doing business are considered separate activities. This enhances the weak link between business strategy and executive development. There is a need to integrate training and business by techniques like on-the-job training etc.

3.5.2 Strengthening the Weak Link Between Executive Development and Business Strategy:

Hall, Kram and Seibert³⁶(1995) conducted a best practice survey of 22 firms. The respondents were asked about the challenges facing the firm and the link between business challenges and developmental practices of the firm. 3M and Motorola emerged as the companies taking the greatest strides towards connecting development and strategy.

3M's critical strategy was to remain an innovator, improve quality and become truly global. To understand the global markets managers are sent overseas assignments for 3-5 years. Individual development is linked to strategy since managers learn while at work. The expatriate's sponsor is the toughest person – the Vice President or the Executive VP who looks after his interests and ensures that the expatriate would be given equivalent position on his return. There are yearly review meetings for management support. Thus management development is truly integrated into the strategic intent of the firm. European Business Centres have been set up which have responsibility for a group of products for all of Europe. EBC is a key assignment and has been currently opened to non-Americans. Inter nation experience is being given to people significantly earlier in their careers than they were before.

At Motorola the critical strategic business objective is to assess and invest in high business potential areas and to become more global. It uses an action learning approach to management development. For each assignment a management team called learning group is assigned. It treats the assignment as a learning laboratory. Every three months it returns to the classroom to review what it has learnt and what it has accomplished. Thus the learning process is not from the classroom to the job (classroom → job) but vice versa (job → classroom). Thus executive development is not just supporting strategy but as Kram and Hall advocate, it has been fully integrated into the strategy. As their former Chairman George Fisher put it, the aim is “not to oversystemize the executive development.”

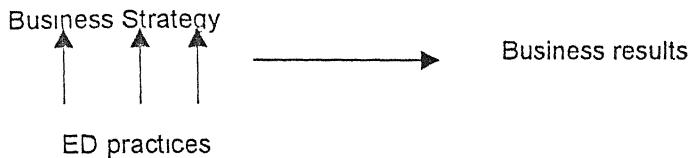
Thus 3M and Motorola have overcome the weak link. Both companies are outwardly focussed rather than inwardly focussed in their executive development. Executive development plan is derived from the strategic objective of the firm. The defect of not being able to respond quickly to change in the strategic policy is rectified. The executive development is promptly responsive to change in the business strategy. Executive development is by capturing the learning potential inherent in business challenges rather than separate policy and training.

Finally, these firms integrate the process of conducting business and developing individuals rather than having a dichotomy between HRD and strategy. Leading companies seem to recognize that learning is a part of conducting business. This view is becoming popular among authors who advocate that companies should become ‘Learning Organisations’ (Garvin 1993, Senge 1990, Watkins and Marsick 1993). The benefit derived from this is ‘continual executive development’. The following figure emphasizes the integration of executive development to the business strategy³⁶.

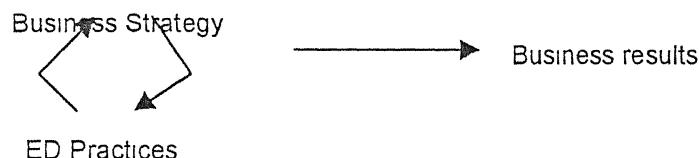
Fig 3.1

Moving Beyond support to Integration of Executive Development (ED) And Business strategy.

ED as supporting the Business



ED as Integrated to Business



Source Kram, Hall and Seibert " Strengthening the Weak Link in Strategic Executive Development Integrating Individual Development and Global Business Strategy" HRM Winter

The authors advocate the move beyond the conventional HRD practices to integrating the executive development with implementation of strategy. This can be done by putting experience before classroom activities- tap the learning potential in each business challenge Companies should turn away from over systemizing of the learning process and instead concentrate on acquiring 'metaskills' i.e. skills for acquiring new skills.(Hall²⁰ 1986) These metaskills should be fostered in executives by assignment- management- oriented systems so that they become learners for life

As opposed to this view against over systemizing executive development , Ferguson argues that we should not fear the scientific approach and psychological testing "The moral question should not arise when companies use all scientific methods at their disposal for matching the right men to the right jobs."³⁷ He advocates research by psychologists, sociologists and social scientists aimed at developing a calculus for management of human resources. He believes in predictive information about people based on psychological testing which would predict the 'blossoming period' for each executive

Companies should thus build up a strong data base on people, their capabilities and other information classified into qualitative and quantitative information. Secondly,

information on career paths should be summarized and disseminated so that personnel can do intelligent career planning Ferguson thus advocates participative career planning

D . Quinn Mills³⁸ (1991) conducted a survey on the Human Resource Planning in various companies He grouped companies into five stages which he perceived on a continuum – from companies that do little or no planning to companies that integrate planning into strategic business planning. His classification is based on three criteria

- 1 Number of people planning elements used in the company
- 2 Degree to which human resource plans are integrated into the business plans
3. The expressed amount of commitment to strategic executive planning process.

Stage 1 companies have no long term business plans They are generally family companies and do little or no planning. Stage 2 companies are skeptical of human resource planning even though they have long term business plans. At best they have short term head count forecasts These companies are generally fighting for survival in adverse circumstances

The Stage 3 companies profess using a number of human resource planning components like long term staff forecasts projecting 3-5 years. However they do not integrate these activities into long range business plans.

Stage 4 companies do a lot of people planning like skill inventory and succession planning and their managers are very enthusiastic about the process. All Stage 4 companies do strategic business planning 87% have one HR component integrated into the strategic plan.

The Stage 5 company's human resource components are an important part of the long term business plan Formal succession planning is practiced and 94% engage in forecasting of some kind Stage 4 and 5 companies plan for all executives not just those at the top. But only about one company in ten according to Mills truly integrates succession into long term career plan. In the survey only 8% of the companies qualified as Stage 5 companies

Mills suggests a number of building blocks for Human Resource Planning but it is the way these are employed that reflects a company's standing vis a vis the continuum The companies should link people planning to long term strategic business planning. There may be sophisticated processes like computerized data systems, career and OD plans , trend analysis

etc., however the involvement of the line managers is a must. "In the best organized process , staff people analyze problems and identify options But in the end people planning is a line responsibility "³⁸ (D.Quinn Mills 1991)

3.5.3 Model Process of Human Resource Planning

The model process of Human Resource Planning advocated by Mills is not a creation of many elements but aims at integrating these into the decision making process It identifies three important activities

- (1) Identifying and acquiring the right amount of people
- (2) Motivating them to achieve high performance and
- (3) Creating interactive skills between business objectives and people planning activities

Thinking ahead begins with the company's multilayered business plan, which establishes both the overall organizational structure and goals and objectives for each business. The company's staffing forecasts are derived from its organisational structure and business goals. The decision is made whether to meet the staffing needs by retraining the existing staff or fresh recruitment.

Performance appraisal, skill inventories management succession plans are all inputs into this decision- making. Employee development plans are put into action in case of retraining of present staff Otherwise recruiting projections and processes are implemented. Companies that have people in place to implement their business goals are well equipped to meet their business objectives. "Many companies would have spared themselves embarrassing market place failures if they had first recognized that the human resource implication of their strategic plans were unrealizable."³⁸

3.6 IMPLEMENTING STRATEGIC HUMAN RESOURCE MANAGEMENT

Tichy , Fombrun and Devanna³¹ have suggested the following steps to make HRM more strategic based on conducting human resource audits in several companies

The Internal Organisation of the HR function:- The first area is to properly staff organize and manage HR function It involves four steps:

Step 1 : Identify the portfolio of HR tactics at the strategic, managerial and operational level for each HR element

Step 2: Recognize the HR function to reflect the operational, managerial and strategic needs of the business The operational level is best served by the traditional functional personnel department The managerial level must be organized to cut across subfunctions of the operational level (recruitment, development , compensation etc) by using tools like liaison managers , teams, matrix organisation designs At the strategic level activities require a senior human resource management (individual or team) supported by strong managerial human resource services.

Step 3: The human resource staff must be trained in the more strategically focussed organisation At the functional level operations must be staffed with professional personnels or MBA's who are starting out in their careers At the managerial level the personnel must have a general managerial orientation and should be selected from operational level. At the strategic level the personnel must have political skills , broad business orientation and broad HRM background. A proactive stance towards strategic future of the organisation is required.

Step 4 : The reward and control system should be altered to support the strategic human function Most rewards systems are geared towards operational activities. They should be expanded to control and reward managerial and operational level activities.

3.6.1 Linking HR Function to line Organisation :-

With the undertaking of new strategic activities, new linkage to the line management is required. This is deemed very important by many authors.(Tichy, Fombrun and Devanna³¹) . They advocate the following steps to achieve the vital link

Step 1: Provide business with good data bases. Data on the labour markets and also data on the internal labour pool should be available.

Step 2: Senior management role in relation to the HR function needs a change in perspective. They should weigh it with the same degree of attention as finance, production etc.

Step 3: the line organisation must alter its incentive and control system to manage the HR function. It should also have audits of HR function to see how it is performing at operational, managerial and strategic levels

Major environmental shifts now demand a more strategic shift from those who manage and lead the organisations. Tremendous changes in communication leading to 'globalization' of companies requires a totally new outlook. Only adaptability and flexibility can ensure success and survival. Organisations are now espousing values that look at people not as costs to be diminished but as assets to be developed. The orientation is slowly but surely changing from systems to people

Managers must respond by providing 'strategic leadership'. Their crucial task is to integrate strategy to management development as it "ensures the right mix of management competencies to secure current competitive position...it is a means to develop management competencies to enable the organisation to maintain or shift its competitive position in the future."³⁹ (Buckley and Kemp 1989)

CHAPTER IV

WOMEN WORKERS IN INDIA

The post World War II saw a phenomenal increase in the participation of women in the workforce. The ILO report (1985) states that out of 1,800 million workers all over the world, 600 million were women i.e. a third of the total workforce. The erstwhile USSR had the highest women worker participation (60%) followed by Eastern European economies at 56%. The female workforce participation in OECD European countries in 1980 was 48.3% while in total OECD countries is 53.3%

According to Mincer (1985)¹, Smith and Ward (1985)² the increase incidence of divorce rates and lower fertility of women in the developing countries has resulted in the greater participation of women in the economy. Conversely, Becker (1981³, 1985)⁴ an eminent economist, argues that the earning power of married women has reduced the gains from marriage. Some social scientists attribute the higher participation rates to the requirements of capitalist production and the protective legislative measures.

In the developing countries however, the female work participation is very low especially in the Latin American and South Asian regions. There is a decline in the female work participation in the Latin American countries and South Asian countries like India. It is very low in countries like Pakistan, Afghanistan and Bangladesh (ILO 1986)⁵. In India in 1951 there were 408 women workers for every 1000 men. In 1971 this number declined to 210 women workers for 1000 male workers. Anker Khan and Gupta (1988)⁶ give partial statistical explanation to this trend by pointing at the ambiguous and inadequate concepts and definitions used. However, cultural, social and religious values, the evolution of institutions that inhibit women from working provide a more valid explanation.

Indian women have worked in the unorganized sectors of the economy for centuries. Their earnings were low, employment seasonal and insecure and there was no scope for growth. The national database had paid little attention for their contribution in the

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CHAPTER IV

WOMEN WORKERS IN INDIA

The post World War II saw a phenomenal increase in the participation of women in the workforce. The ILO report (1985) states that out of 1,800 million workers all over the world , 600 million were women i.e. a third of the total workforce. The erstwhile USSR had the highest women worker participation (60%) followed by Eastern European economies at 56%. The female workforce participation in OECD European countries in 1980 was 48.3% while in total OECD countries is 53.3%.

According to Mincer (1985)¹ , Smith and Ward (1985)² the increase incidence of divorce rates and lower fertility of women in the developing countries has resulted in the greater participation of women in the economy. Conversely, Becker(1981³,1985)⁴ an eminent economist , argues that the earning power of married women has reduced the gains from marriage. Some social scientists attribute the higher participation rates to the requirements of capitalist production and the protective legislative measures

In the developing countries however, the female work participation is very low especially in the Latin American and South Asian regions. There is a decline in the female work participation in the Latin American countries and South Asian countries like India. It is very low in countries like Pakistan, Afghanistan and Bangladesh (ILO 1986)⁵. In India in 1951 there were 408 women workers for every 1000 men. In 1971 this number declined to 210 women workers for 1000 male workers. Anker Khan and Gupta (1988)⁶ give partial statistical explanation to this trend by pointing at the ambiguous and inadequate concepts and definitions used. However , cultural, social and religious values , the evolution of institutions that inhibit women from working provide a more valid explanation.

Indian women have worked in the unorganized sectors of the economy for centuries. Their earnings were low, employment seasonal and insecure and there was no scope for growth . The national database had paid little attention for their contribution in the

economy. It is only in the last decade that women workers in the unorganized sector, self employed and home based women workers have been given some recognition.

The three major reports on women in recent times – Towards Equality (1974), Shramshakti (1988) and National Perspective Plan for Women (1988) – have assembled a lot of data on working women and their contribution. For the first time scholars are debating on strategies to combat the problems of working women and galvanize them to spearhead social transformation.

4.1 INDIAN WOMEN IN THE UNORGANIZED SECTOR

The unorganized sector consists of 94% of the total female workforce according to the National Commission of Self Employed Women (GOI 1988). Yet, till the seventies the participation of women in this sector was mostly ignored. There was no sociological or economic study on their contribution , lifestyle, problems etc. Rural surveys gave a mass of qualitative data without any insight into the social life. Since most of the surveys were aimed at analyzing the effects of the developmental plans of the government , they concentrated on the technical aspects.

Generally women workers who were wage earners and thus part of the formal labour market were viewed as contributing to the economy. The rest of the women who were self employed or home based workers were categorized as dependents. The myopic tendency of the administrators and planners disregarded the work that was not organized or a part of the wage employment. Though there still is a paucity of data on women workers in various sectors but there is more documentation on women workers than before.

Women workers have a sizable presence in the various sectors of the rural economy like agriculture, dairying, village industries, handloom, khadi, weaving , fisheries, sericulture etc. The proportion of women is the highest in agriculture , hunting , forestry and fishing (Div 0) according to the Employment Review 1996, Ministry of Labour.

The participation of women in agriculture itself is substantial planting to final harvesting Indian women work alongside men . In animal husbandry and agro- forestry too they play an important role. They participate in village handicrafts, handloom and khadi industries. They work generally at home with crude tools and they are self-employed. They are in small trades like bidi making , incense sticks etc. but as such their productivity cannot be overlooked or underrated. The nature of women's work in the unorganized sector ranges from homebased , family labour to self employed. It is very difficult to measure their productivity as they assist the family in harvesting, dairying, weaving etc. Of the women working outside agriculture in the unorganized sector , 35% (as against 14% men) work in the household industries.⁷

The self employed workers can be classified into three categories (Uma Ramaswamy 1991)⁸. The first are the petty hawkers and the vendors selling vegetables, pottery etc. The second are the homebased producers such as the potters, milk producers, processors of agricultural products and handloom workers. The third category is made up of those who sell their labour or service(SEWA 1988).

Women who are homebased producers are at times piece rate workers. They are given raw materials by their contractors and produce goods like bidis, incense sticks, garments etc. according to specifications. They are paid according to the piece rate system. The industrialist it save a lot of money as they don't have to set up workshops. Secondly, women workers are cheaper.

There are a number of contractors and middlemen who give work to the women. There is no clear employment relationship between them and the women workers. Since this type of employment does not fall under Factories Act and the Shops and Establishments Act , the women labour is unprotected by law and ruthlessly exploited.

Another variant of the homebased producers are the women who get their own raw materials and sell finished goods in the market. They produce goods like plastics, clay, garments , handicrafts etc. The work is characterized by low level of technology, poor productivity , meager earnings , absence of financial or organisational backing. These women face different problems than piece rate workers. They are exploited by the police, municipal authorities and market forces. But they still have a greater control over their work and are less exploited than the piece rate workers.

Certain regulations like the Bidi and Cigar Workers Act 1966 and the Bidi Workers Welfare Cess Act 1976 and Bidi Workers Welfare Fund Act 1976 have tried to alleviate the sufferings of the bidi workers. But the contractors have devised other means to keep on exploiting women. The primary employee is never traceable. The women workers are not required to sign when they receive payments and therefore they never get maternity benefits. Provident Fund is deducted from their wages but provident fund is never given as the workers receive no receipts (GOI 1988, pxxi). The other sectors of piece rate like the incense sticks, garments etc have not as yet come under the ambit of legislation. In some pockets however, trade unions have started organizing workers.

4.1.1 Nature of Women's Work in the Unorganized Sector:-

Homebased producers and self-employed women are among the most exploited section of women workers. Women are generally given lowest paid, repetitive, monotonous and onerous tasks. They work with the lowest grade of technology. The division of labour in most agriculture, handloom, village industries is gender-specific.

Women put in longer hours of work generally due to the nature of their jobs. They work with lowest form of technology and at jobs requiring low skills. Besides this they have to attend to domestic chores and child rearing. Women are given differential wages. They are paid less than men for the same amount of work. Their work is often seasonal and they are first to be laid off work. They do not have any statutory protection as far as wages and hours of work are concerned.

Much of the work women perform in the unorganized sector is part of the family labour. It is hardly recognized as work and is dubbed subsistence. Their productivity is not quantified by national data gathering agencies. Thus their contribution to the economy is ignored and their rights neglected. Only the Plantation Labour Act 1951 and Mines Act of 1952 recognize the problems of women workers which are largely ignored by other laws. Equal Remuneration Act of 1976 and Maternity Benefit Act of 1961 have been enacted specifically for women. But their implementation needs to be strictly enforced.

4.2 WOMEN WORKERS IN THE ORGANIZED SECTOR

Organized sector has drawn out women from their households. A little more than 44 lakhs of women were employed in the organized sector in 1996 which constituted 15.84% of total employees (Ministry of Labour ,GOI Employment Review 1996). The changes in technology have curtailed the chances of women in the organized sector. Women were traditionally employed in industries like jute, cotton and mining. At the time of independence a quarter of workers in the coal mines were women. But now they are down to one – fourth of their original strength. Jute and textiles have also closed their doors to women . Since women are usually employed at jobs that are repetitive and low skilled, these jobs were the first to be affected by changes in technology.

The division of labour in these industries was by tradition on gender basis. This confirmed to the gender bias that women are more suited to jobs that are low skilled and repetitive. According to the ‘Report of Committee on Status of Women in India’ ,in 200 operations in textile industry, women were confined to 4 or 5 operations. (GOI 1974). It was expected that change in technology would be gender neutral. But it has not affected the division of labour. Women are still confined to semi-skilled arduous tasks like packing, filling , checking etc. In the electronic industry too their jobs are repetitive, require dexterity, good eyesight and concentration. The following table gives a profile of the employment in the organized sector⁹.

Table 4.0
Profile of the Employment in the Organized Sector, March 1996
(business in '000)

Sector	Public Sector			Private Sector			Total		
	Male	Femal	Total	Male	Femal	Total	Male	female	Total
Primary	1418	115	1533	580	446	1026	1999	560	2559
Secondary	3625	218	3843	4382	762	5144	8007	980	8987
Tertiary	11751	2303	14054	1757	584	2341	13508	2887	16395
Total	16795	2635	19429	6720	792	8512	23515	4426	27941

Source : Employment Review, 1996, Ministry of Labour , Govt of India, New Delhi.

An analysis by Nisha Srivastava (1997)¹⁰ based on the statistics published by the Ministry of Labour, states that the four industrial divisions together accounted for 90% of the total number of women in the organized sector. These are agriculture , hunting, forestry and fishing (Div 0), manufacturing (Div 2&3); finance insurance, real estate and business services (Div 8) and community, social and Personal services (Div 9). The following table gives an overview of female employment by industry¹¹

Table 4.1
Women's Employment by Industry, 1996

Division & Industry	Public Sector			Private Sector			Total		
	women	totEmp	% of emp'00 lacs	women	TotEmp	% of emp'00 lacs	Women	TotEmp	% of Emp'00 Lacs
	0	Total	0	0	Total	0	0	Total	0
0 Agricul	49 20	540.4	9 1	429.3	918.7	46.7	478.5	1459 1	32.79
1 Mining	65 50	992.7	6 6	16 4	107 3	15.28	81.4	1099.9	7 4
2&3Manuf	119.5	1737.5	6 9	756.8	5049.2	14.99	876.3	6786.7	12.91
4Electricity	36.7	946.7	3.9	1.1	44.8	2.63	37.8	988.1	3.83
5Construct	61 4	1158.7	5.3	4	53 2	7.52	65 4	1211.9	5.4
6Trade	15 4	162	9.5	25.1	316 9	7.92	40.5	478.9	8.46
7Transport	157.6	3092	5.1	45	59 9	7.51	462.2	3151.9	5.15
8Finance	169.1	1279 6	13 22	39	306 2	12.74	208 1	1585.8	13.12
9Community	1960.5	9520	20 6	515 7	1658.3	34 4	2476.2	11178	22.15
Total	2634 5	19429	13.56	1791.9	8544.3	24.05	4426.4	27941	15.84

Source Employment Review 1996,Ministry of Labour, Govt of India,New Delhi

Thus the proportion of women is highest in the lowest paying and the most backward sectors of the economy. Their proportion was lowest in electricity , gas and water. Industries like petrochemicals, engineering and fertilizers being high technology industries offer little scope for women. Their presence in these industries is only in assembly and packaging which are low technology jobs.

A noticeable trend is the growing presence of women in the service sector especially in transportation, communication and financial services. In terms of absolute numbers, their greatest concentration was in community , social and personal services (Div 9). Opportunities have been better for women in banks , financial institutions, insurance, posts and telegraphs and tourism industry.

Even in the service sector their jobs are of the simplest nature, repetitive and least skilled. Jobs with authority, information analysis and decision making are rarely occupied by women. Their lower qualification , skill and training also form an impediment.

According to the International Labour Review, in 1970 17% of the technical and professional workers were women and 5% of the managerial and professional staff were women. In 1971 there were 50 women in the IFS,IAS and the central services.

In the banking sector these lowest spectrum jobs are considered ‘women friendly’ as they do not involve manual labour, require lower qualifications, offer job security and involve no touring. Women employees form just 13.37% of all bank employees. Indian banks employ 13% to 15% of the total women employees. The proportion is much higher in foreign banks at 30.85%.

In the public sector only 5% of the officers were women but women formed 20% of the clerical staff. In SBI there is only one female incumbent at the post of the GM. Some 32 other GM's were all male. However in the foreign banks the ratio of male to female employees was one in four. It is interesting to note that while male employment in banks declined by 6.27%, (1992-1996) the number of female employees increased by 9.72% (N.Srivastava 1997)¹⁰.

4.2.1 Public and Private Sectors :

Public sector is the biggest employer for both men and women. About 70% of all male workers in the organized sector are employed by the public sector. The sex ratio is more adverse in this sector. There is one woman employee to six male employees. On the other hand the proportion is 1 woman to 4 males in the private sector.

The reason for this adverse sex ratio is that the jobs in the public sector are considered more lucrative and hence cannot be left for women. Patriarchy enforces the concept that women are only supplementary earners and men are the main bread winners. Public sector offers job security and is also a good paymaster.

The Degree Holders and Technical Personnel (DHTP) survey conducted by CSIR in 1985 gives information on the wages in the public and the private sectors. Doraiswamy

and Doraiswamy (1995)¹² based their analysis of average monthly wages on this survey. They concluded that earnings of a male employee was 1.6 times higher than those of the females in the private sector and 1.23 times higher in the public sector. A Woman working in the public sector earned Rs 127 per month more than her counterpart in the private sector. The wage differential is illustrated in the following table¹³:

Table 4.2
Male and Female Wages in the Public and Private Sectors

Industry	Public Sector			Private Sector		
	Male	Female	M/F	Male	Female	M/F
Agricultur	1145	1133	1.01	1324	900	1.47
Manuf	1303	1021	1.28	1445	897	1.61
Services	1101	864	1.27	1314	830	1.58
Admn	1105	942	1.17	1031	786	1.31
All	1138	927	1.23	1279	800	1.6

Gender bias has kept out women from areas like electricity, gas , petroleum and construction. This makes the gender ratio more adverse for women. Private sector on the other hand finds women ready to work for a much lower wage than male workers. They are easily hired and easily fired according to the market fluctuations. Women are also not involved in the trade union activities and so their cause is hardly ever taken up by them.

As Kalpana Bardan notes, “ The ideology of patriarchy makes the exclusion from higher wages , regular jobs and trade unions acceptable to the rising numbers of women grinding away at the lowest wages, nursing only the expectation of potential access for husband or son into the privileged workforce of the organized sector.” (Bardan 1985)¹⁴.

4.2.2 Sex Ratio in the Organized Sector:

The sex ratio in India has a regional variation. U.P. with 8.83% of women out of the total employees in the organized sector is next only to Bihar at 7.24% with the lowest sex ratio in the organized sector workforce. In the public sector U.P. has an abysmal ratio (.97) and Bihar features at the bottom of the list. Kerala (5 ') once again tops the list. The following table shows the sex ratio in some of the states of India¹⁵.

Table 4.3
Sex Ratios (Women Employees per 1000 Male Employees) in Major States

State	PubSectr	PvtSectr	Total	State	PubSectr	PvtSectr	Total
Haryana	165	105	142	W Bengal	81	144	102
Punjab	181	122	163	Gujarat	181	111	149
Delhi	167	146	161	Maharashtra	171	158	166
Rajasthan	140	189	149	A.P.	140	309	178
U.P.	93	112	97	Karnataka	232	641	368
M.P.	124	117	123	T.N.	320	405	348
Bihar	77	86	78	Kerala	344	848	542
Orissa	114	143	117	All India	157	267	188

Source : Employment Review ,1996, Ministry of Labour, Govt. of India, New Delhi.

Sex ratio is higher for private sector (267) compared to the public sector (157). This is so for all states barring a few exceptions like Punjab, Haryana, Gujarat and Maharashtra. However in no state, no industry and at no time have women had a fair share of jobs – if we consider half a fair share.

4.2.3 Trends in the Employment of Women :

Analyzing the trends of employment in the organized sector (1981-96) we find that the total growth rate was 1.39%. Male employment grew by 1.12% whereas the female employment grew at nearly three times that of men at 3.07% per year. Employment growth was faster in the public sector (1.51%) rather than in the private sector(.94%). However the share of women in the recruitment for the period was much lower¹⁶.

Table 4.4
Growth rates of Employment ,1981-96

Sector	Public Sector			Private Sector			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Primary	1.2	0.9	1.2	0.4	0.05	0.24	0.98	0.2	0.8
secondary	0.62	1.15	0.65	0.38	2.63	0.67	0.66	2.52	0.84
Tertiary	1.29	4.12	1.68	1.43	3.65	1.92	1.3	4.03	1.71
Total	1.22	1.76	1.51	0.64	2.17	0.94	1.12	3.07	1.39

Source: Employment Review, Various Issues , Ministry of Labour, Govt. of India, New Delhi.

As the table given below shows that for every 100 employees recruited in the tertiary sector, 65 were men and only 35 were women. In the secondary sector the figure was 71 and 29 respectively and in the primary , 94 men to 6 women. Therefore there is a clear trend of decreasing growth rate of employment for women in the organized sector.¹⁷

Table 4.5.
Share of Women in the Employment Growth, 1981- 96

Sector	Public Sector			Private Sector			Total		
	Male	Female	All	Male	Female	All	Male	Female	All
<i>Primary</i>									
Mar-81	1181	100	1281	546	443	989	1725	543	2268
Mar-96	1418	115	1533	580	446	1026	1999	560	2559
% Share	94	6	100	91	9	100	94	6.	100
<i>Secondary</i>									
Mar-81	3116	158	3224	1138	514	4652	7255	671	7926
Mar-96	3625	218	3843	1382	762	5144	8007	980	8987
% Share	89	11	100	50	50	100	71	29	100
<i>Tertiary</i>									
Mar-81	9689	1240	10929	1417	338	1755	11108	1578	12686
Mar-96	11751	2303	14054	1757	584	2341	13508	2887	16395
% Share	66	34	100	58	42	100	65	35	100

Source. Employment Review 1994-1995, Ministry of Labour, Govt. of India.

Looking at the organized sector in perspective we see that it has had a near jobless growth in the past. Moreover increase in jobs have not kept up with the increase in population. Therefore a lot of men and women have been forced into the unorganized sector. There is a disturbing trend of stagnating or declining growth rate of employment in the organized sector. (Srivastava , N. 1997)¹⁰. But on the whole the organized sector remains very firmly a male bastion.

4.3 TRENDS OF WOMEN WORKFORCE PARTICIPATION

“ In India in a period of relative liberalization of the economy, the trends in women’s employment pattern were , if anything, in the reverse direction.” (Bannerjee, 1996)¹⁸. This is contrary to the trends observed in other economies like Brazil, Indonesia, U.K., U.S.A., Japan and Sri Lanka where the share of women in the workforce has increased.

The share of women in the rural workforce had increased in the 70’s. but in the late 80’s it went down from a high of 36% in 1983 to about 34.5% and remained there till 1993-1994. There was a slight increase in the share of women workers in the urban workforce which according to Visaria reflected mainly in the growth of urbanization (Visaria 1996)¹⁹. The overall share of women in the workforce (1983-1994) showed a slight fall. The following table shows the trends in the activity rates of men and women in rural and urban areas between 1983 to 1994²⁰.

Table 4.6
Workforce Participation per 1000 Persons According to Usual Status
(Principal and Subsidiary Status)

	NSS Rounds/Year			%Change Over	
	1993-94 1987-88		1983	Previous Round	
	50	43	38	38-43	43-50
RuralMale	553	539	517	4.3	2.6
RuralFem	328	323	340	-5	-0.3
UrbanMale	520	506	512	-1.2	2.8
UrbanFem.	154	152	157	0.7	1.3

Source: NSSO(1996). Tables 1.2.2& 4.2.3

Sectorally any increase in the share of women in the workforce was in the agricultural sector. Census data indicates that the share of workers has gone down during 1981-1991 for males in rural areas. Their employment in the secondary sector declined in almost all the states (1987-88 and 1993-94) especially in the manufacturing industry.

Share of women also declined for the same period in the secondary sector. But what many authors describe as the feminization of the workforce did not take place. The percentage of workers in manufacturing has remained constant during the period 1983-

1993-94. In the urban areas there has been a sharp decline. Kundu explains this phenomenon by saying that it reflects jobs being subcontracted by large units to small units often carried out at the household level. Census as well as NSS rounds indicate decline in the share of manufacturing workers not only for females but also for males.

Women have made significant gains in the tertiary sector. The two NSS sectors where the proportion of women workers have moved up significantly is wholesale and retail as well as community and other services. The increase is very dramatic in the case of community and other services. The table below illustrates the share of women in the total employment²¹.

Table 4.7
Share of Women in Total Employment (Principal & Subsidiary) by Sectors

Year	RURAL				URBAN			
	Primary	Secon	Tertiary	Manuf.	Primary	Secon	Tertiary	Manuf.
1983	66.9	45.6	23.9	29.1	75	24.5	19.2	17
1987-88	65.1	47.4	22.8	31.1	86	25.1	18.2	17.9
1993-94	65.2	41.8	21.8	30.5	73.8	23.7	21.4	17.6

Source: Calculated from NSSO (1990). Bannerji,N. *How Real is the Bogey of Feminization?* Indian Journal of Labour Economics vol 40, No.3, July-September 1997.

Kundu²² reports on the basis of NSSO rounds, a decline in the self employed persons to the total workforce in rural areas (1977-78 to 1993-94) both for males and females. In urban areas the figure has gone down for females. He reports that the share of regular / salaried worker has gone up at the cost of all self employed workers. Kundu argues that the system of subcontracting work in the urban economy is such that women are no longer in the self employed category. They are getting work on a more regular basis whatever the wage rate or employment conditions. " This reflects a process of organized informalization of women's employment through the emergence of a sub-contracting system."²²

4.3.1 Worker Participation Rate (WPR):

The Worker Participation Rate (WPR) is higher for males than females both in the urban and rural areas according to the decennial censuses as well as NSS. This might be explained by the norms, traditions that inhibit the entry of women in the workforce.(Kundu 1997)²². Kundu reports a decline in the WPR of both men and women in the rural and urban areas continuously since 1977-78. WPR can be seen coming down for all categories except for females in the urban areas.

Comparing the WPR of males and females in principal as well as subsidiary workers shows that the WPR of females is much lower than that of males in the 1990's. Female WPR is 60% that of the males (NSS data). According to census 1991 the difference is much higher at only 50% of that of the males. However the male – female gap is higher in the rural areas.

“ The increase in the WPR of women by weekly and daily status accompanied by a high rate of unemployment in the 90's reflects the fact that the urban labour market has created high expectation for women and drawn a large number of job-seekers..... further , it indicates a process of organized informalization of the labour market. The system of having on the one hand contract labour and subcontracting of jobs in the formal sector, growth of employment (often on a regular basis) in low productivity tertiary activities on the other are the other manifestations of this process.” (Kundu 1997)²²

Though the WPR of both men and women has declined , the decline between 1950-1985 is sharper for women and is three times that of men. Moreover for men the WPR has declined in the age group of 10 years to 19 years which can be attributed to access of education. For women the WPR has declined uniformly across all age groups as shown in the table 4.7 above.

Looking at the employment of women by sectors we know that 80% of working women are found in the agricultural sector. Here women workers have shifted between two census periods from agricultural labour category to cultivation or family workers mostly unpaid. Share of men in the household industries has showed a decline while that of women showed an increase. In the non household industries the position of men improved slightly .(Kundu 1997)²².

In many studies (Subramaniam 1977; Bannerjee 1985²³) of the manufacturing sector show that the women are excluded from all skilled jobs and are concentrated in lowest paying least skilled jobs.

4.3.2 Feminization of the Indian Workforce?:

Feminization of the workforce means an increase in the share of women workers in the total workforce. In developed countries like the USA, UK, Japan this trend has been observed. This trend has also been observed in economies where there has been recent globalization and liberalization like Sri Lanka, Indonesia , Brazil etc. the model of feminization put forward by authors like Mies and Elson (Elson and Pearson 1981²⁴; Mies 1986²⁵; Elson 1995) is a very simplistic model which does not consider the diverse economic factors affecting women's participation in the workforce.

The entry of the multinationals in the economy following liberalization increases the demand for cheap labour. Women are willing to work for lower wages without long-term protected employment contracts. Kundu²² alleges a feminization of the workforce in the urban areas as the share of women among urban workers has increased.. According to Kundu's analysis of NSS and census data the share of women in the urban workforce has increased significantly. Unemployment rates for women have also gone down in the 80's and the 90's. Women are getting regular work in the urban areas due to a process of "organized informalization"(Kundu 1997)²².

Bannerji disagrees with this view of the feminization of the Indian workforce calling it the 'Bogey of feminization'. " Feminization has been a serious development only in the industrialized countries of the north. In the developing countries it is more a part of the general increase in the size of the workforce following the expansion of the economy." (Bannerjee)²⁶.

Subcontracting of work to women workers who are more flexible and cheaper labour has caused many theorists to believe that this is inducing feminization of workforce. But long before liberalization many firms were systematically following this policy of farming out work. A study by Worker's Research Center (Mumbai) has shown that in the early 1970's pharmaceuticals in Mumbai /Thane area had farmed out work to sub-contracting

units. Therefore there is no reason to believe that only global competition induces flexible work contracts. India has always been a country with craft-like production for exports. Indian artisans have always worked from home and have now started supplying to export oriented firms. So women are not the only candidates for cheap and flexible labour. There is therefore no feminization of workforce according to this school of thought supported by Bannerjee²⁶.

4.3.3 The Female Marginalization Thesis:

Conversely, some theorists argue that there is evidence of female marginalization in the Indian workforce. “The female marginalization thesis in its genuine sense argues that the women are progressively marginalized from production in the process of industrialization and economic development.”²⁷ This thesis is drawn from the Marxist and socialist feminists who contend that the hierarchical structuring of the enterprises gives rise to segregation and marginalization of female workers. Others seek explanation for female marginalization in economic, social and cultural factors.

Female marginalization (FM) can be manifested in four visible dimensions:

1. A decline in the overall WPR of women or a decline in their share of wage or salaried employment.
2. FM can also mean a concentration of women in the margins of labour market and thus their concentration in marginal occupations like informal sectors or unpaid work etc.
3. Segregation of women in certain types of jobs which are low in the organizational hierarchy and are low paying and low status. This is also referred to as ‘feminization’ of ‘segregation’ in employment.
4. FM as economic inequality reflected in wage differentials and casualization of female labour force.²⁷

Scott (1986)²⁸ notes that the dimension of FM may vary in different economies depending on the levels of development.

The share of women in the tertiary sector has improved (Table 4.7). But the women employment in India has become increasingly casualized. In order to avoid factory laws providing for maternity leave, crèche etc., the employers of industries recruit women as casual workers. Secondly, the work is subcontracted so that the employment is transferred from the organized to the unorganized sector or as Kundu states, there is an ‘organized informalization of the work’²².

The 1981 census²⁹ differentiates between the main and marginal workers. Marginal workers are those who have not worked for the major part of the preceding year. Women account for only 20.2% of main workers in India. However women account for 84% of marginal workers- 85% in rural areas and 63% in urban areas. This clearly shows the nature of women work in India.

Thus the fact that WPR of women is declining; secondly, the high concentration of women (80%) in the primary sector that too as agricultural labourers and unpaid family labour; thirdly the increasing casualization of the female workforce and the consistently higher unemployment rates of women, all lend plausibility to the female marginalization thesis in India. “Women are increasingly excluded from productive work, they are pushed into and concentrated in marginal occupations and they are increasingly casualized in terms of unemployment.” (Verghese 1991)²⁷

4.4 FEMINIZATION AND EMPOWERMENT OF WOMEN

The current debate among social scientists is that if there has been feminization of workforce, has it lead to the empowerment of women workers. Standing and others argue that feminization has not alleviated the sufferings of women but has in fact enhanced it. In India women are treated like a family resource rather an independent individual. They are treated as cheap labour by the industrialists.

Their entry into the labour market is handicapped by their family responsibilities. This gives them less bargaining power as they cannot be as flexible as their employers

want them to be. But the very fact that the women go out of their claustrophobic atmosphere of their homes and associate with their peers gives them a sense of freedom. They become more vocal about their rights. The breaking of traditional norms is the main resultant of the factory employment. In patriarchal societies like Korea this lead to getting of valuable concessions from the employers and society. In India this heightened awareness will, it is hoped, lead to social transformation.

Sen (1990)³⁰ on the other hand claims that work and wages increase the bargaining power of women in the household. He feels that women on the strength of their wages can live separately from their husbands. This is far from the truth as women's income is poor and uncertain and thus insufficient for them to live separately. Secondly, South Asian women are generally less willing to walk out of their marriages. In fact work only increases the burden of the women who have to serve two masters. They have hardly any bargaining power in household chores. In fact a number of women have to give up their earnings to their husbands.

The stepping of women outside their homes is thus a mixed blessing. On the one hand it has increased their responsibilities but on the other , it has given them a new awareness. Women workers should be motivated to acquire new skills and education. Women need to be more vocal about their rights at the workplace. Associating with trade unions and pressure groups can enhance their bargaining power at work. Then they will not be mere tools in the hands of their employers to be hired and fired at will.

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CHAPTER V

WOMEN EXECUTIVES : A PROFILE

The tremendous influx of women into the workforce that began the world over after the second world war , has borne fruition in the 70's and the 80's with the women acquiring managerial positions. In India this process began with the change of a 2,500 year old agrarian society into an industrial society. Industrialization gave rise to a formal work organization requiring skilled human resource. This coupled with five years of universalization of education created opportunities for educated women to enter formal work organization in managerial positions. This trend though relatively recent in India, is fraught with the problems of women executives mirroring (with our own cultural variations) those of the women executives in the west. A study delving into the dimensions of the phenomenon has thus become an HRM imperative.

The reputation of women in the field of management has increased rapidly. They are however far from achieving numerical parity or status equality with men in the managerial jobs. In private sector women constitute only 2.4% of total administration, managerial and executive employees (1979), while in the public sector this percentage was marginally higher.

5.1 THE ENTRY OF INDIAN WOMEN IN MANAGEMENT

Industrialization in India had begun under the British rule. But the evolution of Indian organisations into professionally managed systems with marketing , HRM departments has taken a long time. Women had already entered into academic and educational institutions. Their traditional role as teachers was accepted in society. They entered into the managerial role only in the fifties.

This created a lot of stress and turmoil in society. They were evolving from their traditional and agrarian roles as homemakers to that of bread winners. Men in the organisations also felt the stress of this phenomenon. This created role anxiety at work.

Indira Parikh¹ has traced the career path of the Indian women into the organization. She describes distinct phases of entry, career orientation and attitudes towards roles and systems. Each phase according to her takes a decade and a half. The evolution of the Indian women executives has been summarized by Parikh (1990). The following table has been adapted from her summarization.²

Table 5.1
EVOLUTION OF CAREER PATHS OF WOMEN IN WORK ORGANIZATIONS

PHASE I (Fifties)	PHASE II (Sixties-Seventies)	PHASE III (Eighties-Nineties)
Waiting for opportunities for entry. Allocation of time for home and children.	Their entry was with aspiration for career. Regarded work as integral part of life space.	Career was an accepted dimension of life space. Created role and space in larger social, cultural & external environment.
Priority to home and children. Grateful to in-laws for letting them work.	Income and career both significant. Career was insurance against maltreatment.	Dual career /income created role redefinition. In-laws started accepting and taking pride in their new role.
Their work role was subordinate to men. Pushes and pulls of two systems.	Could walk alongside men. Home and career both were significant.	Multiplicity of roles in multiple systems. Sought partnership in managing home/work interface.
Did not rise high in hierarchy.	Participated in management and decision-making.	Policy/strategy and corp. membership is legitimately seen as the role.
Feeling of guilt and anxiety. Held on to whatever was available.	Income added to social status. Did not make choices only compromises.	Traditional norms integrated into the new roles. Acquired corporate perspective.
Difficulty in exercising authority. Discrimination at home and office. No common role model.	Became assertive and aggressive. Pressure from family continued. Career oriented role model.	Integrate social ideals with professional ideals. Transformed barriers into opportunities. Had role model of previous phases.
Job oriented.	Career oriented.	Profession oriented.

Adapted from Indira Parikh (1990) '*Career Paths of Women in Management in India*'

5.1.1 Phase I Nineteen- Fifties:

The first set of women to enter the organisations were prompted by economic compulsions. They took on marginal infrastructural roles. They were very ‘job oriented’ meaning thereby that they completed their assignments , were conformists and dependable. They did not vie for any role in policy formulation or positions of power and authority. They performed their traditional roles as mothers, wives and daughter-in-laws which was rooted in the agrarian society. To them goes the credit for paving the way for the next generation of women managers.

Another group of women to enter the organisation were those who belonged to the business families. They were educated and wanted to use this education in the business usually owned by the family. They were able to influence the organisation by taking decisions, making policies etc.

But by and large the women managers of this era were shy of exercising authority and taking initiative. They had a limited perspective of their role in the organisation. They were facing the pulls of the two systems and were often consumed with guilt at not performing their traditional roles. But they brought a new awareness into the families of opening up opportunities for the next breed of professional women.

5.1.2 Phase II : Sixties and Seventies

In the sixties more women had become educated and qualified. They entered the organisation in the middle level rather than the lower level. They had knowledge of management and showed their competence. They differentiated between tasks and roles and had a better perspective of their role in the organisation. They were ‘task oriented’ and wanted the affirmation of their competence from their superiors. They were very logical and analytical and entered into competition with their male colleagues.

Socially they experienced the pulls of their social and work roles. They got caught between their social expectations and experienced role stress. India recognized their role by celebrating the Year of Women and the Decade of Women. They had the heightened awareness of their aspirations and began aspiring for senior positions. At home they

questioned the agrarian ethos of only the woman looking after children and home. They were the iconoclasts- the breaker of social stereotypes of womanhood in India.

5.1.3 Phase III- 1980's The Era of Professionals and Professionalism:

Finally, the women executives in India developed into professional women with a corporate vision. They wanted to redefine their roles not only at work but also at home. They had their own vision of career path, were committed to tasks and had equal and effective relationship with their peers and colleagues. They felt underutilized in their middle managerial positions and wanted positions of responsibility in corresponding to their competence and qualifications. As they strove to integrate their personal and professional lives, they also created a new concept of family life.

5.1.4 Organisational Women in the Nineties:

Through the different phases of the Indian woman's entry into the organisation , her attitude has evolved. "Women in the Indian organisations carry the attitude of all three phases in the nineties." The transition from the agrarian ethos continues. Social transformation has not kept pace with the attitudinal transformation of women. And women at all levels and in all phases of their careers encounter internal and organizational barriers that impede their progress.

5.2 BARRIERS TO THE PROGRESS OF WOMEN

In the quest for success in their careers , women encounter a number of barriers. There are two schools of thought regarding why women are not getting to the top level of their organisations. The first of these claims that women have not risen swiftly in the corporate ladder because of external barriers to their paths. These external barriers include organisational barriers, glass ceiling, men in power having sexual stereotypes regarding women and that women lack role models and mentors.

The second school of thought points out the internal barriers to success viz. Socialization of females, self concept, lack of confidence and the self defeating barriers that women exhibit at the place of work. We will examine both the external and internal barriers which impede the success of women in the corporate field.

5.2.1 INTERNAL BARRIERS :

A. Socialization Process and Gender Roles:

Traditional socialization process imposes internal barriers to women in the field of management. The socialization process begins from birth. Parents treat male and female children differently and have different expectations from them. Rubin et al (1974)³ report that parents make sex-type judgements about their new born daughters or sons. They find girls weaker and more fragile than baby boys when this is not proved by science. Hence their behaviour towards baby boys and baby girls is shaped by this initial assumption.

As they grow up ,males are trained for masculinity and assertiveness. They are appreciated when they use force, work independently and show aggressive behaviour. In female socialization, aggressiveness, competitive behaviour is not considered important. “They are trained to believe that achievement comes through relationships and that over competition is unfeminine.” (N.Shastry 1991)⁴.

Female role models emphasize the qualities of nurturance and gentleness. The Indian female role models are rooted in the agrarian ethos and emphasize sacrifice and purity and adherence to societal norms viz. Sita, Savitri etc. Even though now an increasing number of women are getting professional education, yet career and working roles are emphasized as having secondary priority.

Men and women are socialized to perform different traditional roles. “ Men continue to perceive the women as rearers of their children so they find it understandable, indeed appropriate, that women should renounce their careers to raise their families.....Not only do they see parenting as fundamentally female, they see career as fundamentally male-either unbroken series of promotions and advancements towards CEOdom or stagnation and disappointment.” (Felice N.Schwartz)⁵

Since women have been socialized from girlhood to expect their husbands to look after them, therefore ‘women also bring counterproductive expectations and perceptions to the workplace’ (Schwartz)⁵. They come with the idea that they can choose to change jobs or careers at will, take time off or reduce hours of work.

B. Socialization and Choice of Occupation:

“ The cumulative effect of past discrimination during early socialization have prevented women from gaining the specific educational skills and experience needed for such positions.” (Shastry)⁴ Thus socialization even affects the choice of occupation of women especially in India. Women here enter the organisation through the lower end of the hierarchy. Though the current demographic trend indicates that more and more women are graduating from technical and management schools. (Census of India ,1981). They still tend to cluster in gender typed occupations and specializations. (Blau & Ferber 1985⁶; Treiman and Hartman 1981⁷) These jobs are congruent with the gender stereotypes such as teaching, secretarial jobs, nursing etc.

Women who choose non-traditional jobs are socialized differently. They are reared in families where mother has worked full time and thus given a different role model from the stereotypic traditional role. Moore and Ruckel (1980)⁸ found that women in male dominated occupations saw themselves as having more male- type characteristics. They considered domestic role less important and had integrated traditional male characteristics into their self concept. Studies comparing male and female managers found that women in management were less likely to be married and /or wanted fewer children than the men. (Larwood et al 1980⁹; Card et al¹⁰; Greenfield et al 1980¹¹)

Early socialization prepares women for specializations which are congruent to feminine traits of caring and nurturance. Even if women choose careers with possibilities for higher advancement, they tend to occupy female type specializations like health administration, office management and services whereas men go on to production etc. (Treiman and Hartman 1981; Lyle and Ross¹²). Socialization thus influences the decision of women to take up work, the choice of occupation and specialization which in turn decide how far she will be able to rise in the organisational hierarchy.

C. Self Confidence and Self Concept:

Sex role stereotypes and prescription of desirable behaviour for women are in conflict with the desirable managerial behaviour. Research shows that both men and women describe a good manager as having distinctly masculine characteristics. Thus women tend to have a low self concept as to their having qualities needed for success in management. Mc Celland¹³ (1965) and O' Leary¹⁴ (1974) in their studies found that women as a group described themselves different and even opposed to men in presumed requisite management traits. Schein¹⁵ has shown that these beliefs are strongly held by males female managers as well. Several other scholars (Lenny 1977¹⁶; McCoby and Jacklin 1970¹⁷; Nivea and Guleck 1981¹⁸) reported prevalence of low self confidence among women which has a long term effect on their performance in managerial positions.

Women attribute their success at work on external factors as luck rather than on ability. Any failure at performance reinforces the external attribution and low self-confidence thereby becoming a self fulfilling prophecy. However women who have reached powerful positions have internal attribution to success and exhibit high level of self- confidence. (Henning and Jardim)¹⁹ This indicates that a positive spiral for self- fulfilling prophecy in women is also possible.

We can conclude in the words of Schwartz “.....both men and women are capable of the full range of behaviour. Indeed the male and female roles have already begun to expand and merge....At the moment however we are still plagued by the disparities in perception and behaviour that marks the integration of men and women in the workplace unnecessarily difficult and expensive. Women who compete like men are considered unfeminine and women who emphasize family are considered uncommitted. It is absurd to put down a woman for having the very qualities that would send a man to the top.”⁵

5.2.2 EXTERNAL BARRIERS

A. Sex- Role Stereotypes:

Stereotypes are assumed differences , social conventions or norms , learned behaviours attitudes and expectations. Stereotyping simplifies the perceptual process by allowing us to evaluate an individual or thing on the basis of our perception of the group which he or she belongs to. Stereotyping is a major complication for women aspiring to reach the top. Some of these common stereotypes are described below.

Men are intellectually superior to women. This has not been borne out by research into the IQ tests or aptitude tests. In fact girls are doing much better than the boys consistently in high school and intermediate classes. Nevertheless, scholastic achievement and femininity are incongruent. Perpetuation of this stereotype means that a woman manager is torn between her desire for approval and the need to achieve and demonstrate her competence.

Men value achievements more than women. Research indicates that women are motivated by the same job elements as men. Both males and females have the same job characteristic preferences, commitment and find intrinsic satisfaction more important than extrinsic motivators. Thus both men and women are satisfied by work itself. However several studies have highlighted (as pointed above) that women have a self image problem. Low self esteem can be crippling factor. This coupled with the fear of success(success being unfeminine) has lead to what some authors call the 'Cinderella complex'. However women are becoming more career and success oriented and are trying to break this stereotype.

- **Men are inherently more assertive than women.** Women do generally tend to score lower than men on the personality measure of dominance. This has more to do with social conditioning than personality traits. Socialization makes women attempt to hide negative feelings like aggressiveness. However women have been found to be more relationship oriented. This should be viewed as a positive trait and contributive to success.

- **Women don't work for money.** Women have the same reasons for work as men: economic, enjoyment and societal expectations. In fact, in the consumerist society of today, the dual earner family has become a necessity and therefore women work for economic reasons also contrary to the stereotyped 'bored housewife' looking for enjoyment.

B. Myths Regarding Women Managers and the Attitude of Male Managers:

Certain other stereotypes also affect the attitudes of male managers towards women managers at the workplace. They are briefly as follows:

- Women cannot coordinate career with their family demands.
- Women are not suited intellectually or emotionally for the jobs held by men.
- Women are not committed to their jobs.
- Women cannot travel.
- Women have higher rates of absenteeism.
- Women cannot understand statistics.
- Women cry in crisis situations.

It is important to analyze these myths regarding women managers in the light of proven facts. A review of research regarding women can help us conclude if the differences between males and females would effect managerial performance. Johnson O'Connor Research Foundation's Human Engineering Laboratory found that there are no differences between men and women in 14 predetermined categories. Women are superior in finger dexterity, graphoria, ideaphoria, observation, silograms and abstract visualization. All sociologists, biologists, social psychologists seem to agree on the greater concern of women for relationships.

In his book ‘Managing Women in Business’, Ellman raised the question “How different are women ?” His research concluded that “ From an analysis of data...it may be seen that the difference between men and women are far less important than the similarities between them.”²⁰ He suggested that women are more considerate about associates, quality of supervision and the surroundings of a job whereas men focussed more on benefits of job, advancement and pay.

Some researches support the contention that women lack aggressiveness required in management positions (Maier 1970). On the other hand, other researches have found very few differences between male and female executives . Both male and female executives have scored similarly on most measures of personality , intelligence and problem-solving skills. Mc Celland identified women as more independent and more interested in people than things, less analytical, less manipulative than men.

A study by Reif, Monezk on the socio-psychological view of women managers probed the women manager’s perception of the formal and informal aspects of the organisation. He concluded that:

1. Men and women managers are more similar than dissimilar in their feelings about the organisational climate in which they work. Thus no significant differences exist between men and women that would limit the capacity of women to perform the managerial roles effectively.
2. Women tend to view the organisation as an integrated whole whereas men tend to differentiate between formal and informal organisations in terms of influencing their behaviour and satisfying their needs. Thus women find it more satisfying to work in organisations in which the technical (formal) and social (informal) aspects are compatible with their needs for affiliation.
3. Thirdly, they conclude that “It appears that many of the stereotypes of women are not representative of women who hold or aspire to responsible positions of business. Moreover the supposed sex differences in personality, abilities and attitudes about work for the most part have not been based on empirical observations of women managers but have resulted from judgements about traits that have been rightly or wrongly attributed to women in general....women should be considered on the basis of their personal qualifications in the same way as men are.”²¹

The authors oppose the view that special management programmes be initiated in organisations to ‘condition’ women managers to business. Research suggests that women exhibit less achievement orientation and achievement related behaviour than men. (Nivea & Guleck 1981; O’Leary 1974; Stein & Bailey 1975²²). But since showing achievement orientation is considered unfeminine, it may force them to behave in accordance with the gender-role expectation(Lockheed) ²³.

“ In conclusion , there is considerable research evidence to support . .c fact that women managers psychologically are not significantly different from their male counterparts and they may possess even superior attributes and skills in some areas related to managerial effectiveness.” ²¹

An interesting article by Shrank illustrates the attitude of men towards women. The article entitled ‘Two Women Three Men on a Raft’(HBR 1994)²⁴ recounts an incident of a raft expedition in Rogue river in 1970’s. When the men were in charge at the helm, they were comfortable. When the women took charge, though ostentatiously they tried to be supportive , yet they gave negative reinforcements. This shows how men automatically respond when women take charge- by protecting their power from encroachment. He admits that “The reason that a woman has trouble is because of the lack of support she receives from one man gets reinforced by others, it is a collective activity...When females threatened to move into positions of power , men are threatened twice: first that they’ll loose their authority over the women and second that they’ll loose prestige with the males.”

C. Studies on Sex Differences in Male and Female Managers in India:

In the Indian context there is some evidence to indicate the presence of sex differences in respect of such variables as job involvement, job complexity, internal motivation to work, satisfaction with pay, security and supervision among bank employees.(Sekaran 1981).

Based on a sample of male and female executives who were matched on their qualifications, level of management etc., Shastry and Pandey²⁵ found no significant differences between male and female executives in terms of sex-role conflict. When the

data was recast on sex- role orientation, sex role conflict was found to be higher among executives with feminine role orientation (including men with feminine role orientation) than among executives with masculine or androgynous sex role orientation.

Further, if females confirm to feminine role orientation (sex typed) they experience maximum sex role conflict in organisation. While adoption of male sex role orientation by female executives (i.e. cross sex typed) reduces sex role conflict and sex role conflict is minimum if they adopt androgynous sex role orientation.

This gives more support to the earlier researches that achievement motivation and career orientation are related to gender role orientation rather than sex per se (i.e. male or female). Achievement motivation is higher among females with masculine or androgynous gender role orientation than among women with feminine orientation (Marshal and Wijting 1980)²⁶. The study by Shastry and Pandey concluded that women may avoid showing achievement orientation in male-typed power related roles as first, it is against social expectations and second, it increases the propensity of gender role conflict. Therefore women need to break out of the sex role orientation and inculcate more androgynous gender role orientations.

A recent study Buddhapriya (1999)²⁷ on the sex- role orientation of women managers and its relation to fear of success by showed interesting findings. The study concluded that women managers with androgynous sex-role orientation tend to have lower fear of success than women with feminine and masculine sex role orientation.

Another significant study in the Indian context is by Rama J. Joshi²⁸ on the stereotyping by both men and women about women in general and women managers in particular. The results indicated that the majority of women managers perceive women as more emotional, sensitive, logical, sympathetic, dependent and considerate. Men tended to associate the same characteristics with women. The characteristics least associated with women were perceptive, aggressive , domineering. Thus there still exist sex- role stereotypes about women both among male and female managers.

Regarding women as managers,both men and women felt that women lacked the ability to command and could not be firm with subordinates. Men felt that decision making power of female managers was low. Men also felt that women were good at handling personnel problems, handling people without being aggressive, skillful in getting work done and

were more organized. However 2/3rd of the males preferred a male boss. Both male and female managers felt that women could advance to higher levels.

Among the factors that hindered their progress were, according to women that they gave higher priority to family, could not work late, could not take up extra courses. Women especially mentioned the uncooperative family members as the main cause of the hindrance. Negative attitude of men in all spheres, their prejudices were also said to be hindering their progress. Women felt that their supervisors had less confidence in them and discriminated against them in promotion.

Men felt that women lacked qualification, they were emotional, could not take risks, lacked interest in their jobs and had weak self realization. This study therefore reconfirms the existence of sex role stereotypes.

In another study Joshi²⁹ analyzed the attitudes of men and women towards work, work values, motivations and commitment to work. She concluded that both men and women possessed moderate work values. Mean values indicate that men view work more positively than women. Good pay was the most important job expectation for both men and women. For women security of employment and personal security was the next in importance. Women were found to be conscientious workers with nearly the same job motivations as men.

“The reasons for stereotyped ideas lie in the culturally prescribed behavior which are deep rooted in the background of most of us. These effect the relationship between men and women and create obstacles for women in the process of moving up the career ladder. These are the sex roles underlying the pattern of male ‘superiority’ and female ‘inferiority’.”

In a study on the status of women in public sector enterprises it was found that women are relegated to low-skill jobs. The management policies indicated that women did not require training or career planning as they were not fit for managerial roles.(Husain and Rao)³⁰

In the marital roles of husband and wife in the Indian family , power, responsibility and authority rests with the husband. This attitude is carried over to the work setting. Women find it difficult to take autonomous decisions. They are “preoccupied with the processes

centuries old marginality and secondariness." (Parikh 1994)¹. Women are denied their due space on the ground of their incapacity and non-commitment. " It is high time organisations and society realize that they are born managers."(Parikh 1994)¹

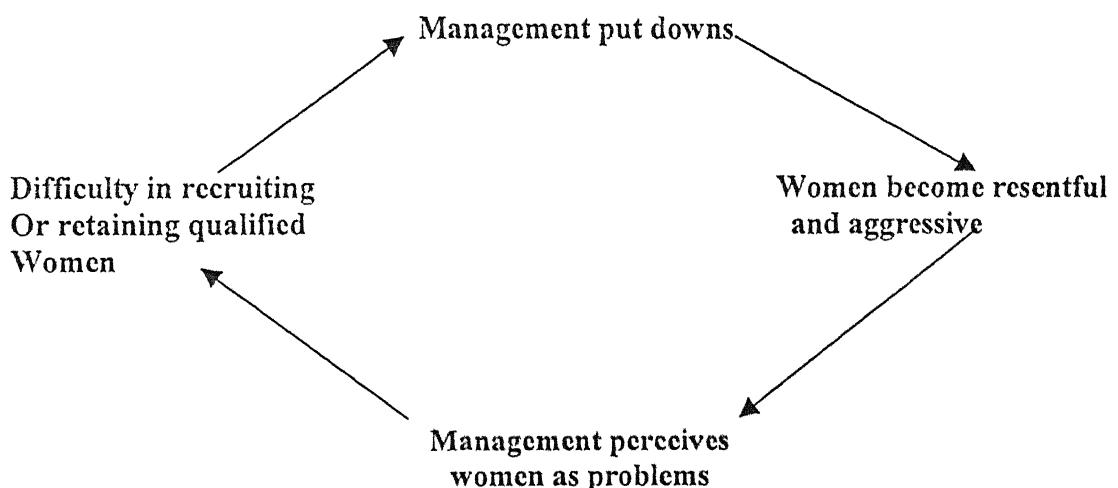
D. Pressure of Female Sex Roles at the Work Place:

"An aspiring woman in management has to bear in mind that becoming a manager in an organisation is like going to a foreign country for an extended stay.....Women are reentering a well established male preserve with well established rules and language." They have to conform to the style of behaviour in actions and dress. Their success or failure is measured by the scale established by the males in the organisation.

In their day to day life women encounter sexist remarks and jokes which are considered perfectly normal by their male colleagues. even when there are no discriminatory rules , there may be subtle cues given by the management that operate like put downs. For instance the job titles are often masculine in connotation- salesman, chairman, etc. Women employees resent being singled out as unique, being patronized and seen as stereotypes (flighty, emotional, dependent). They are excluded from the 'old boy' networks and thus are least informed of the impending changes, promotions, projects etc.

The more energetic, motivated career woman responds to the sexist treatment by challenging the male tormentors or quitting. In such circumstances management finds women difficult to work with and reject other women for high level jobs. Thus begins a concentric circle described by Strauss³¹ illustrated below.

Fig. 5.1



As the only or the only few women managers in the managerial ranks, women find themselves being actively pressurized by the male majority into a female sex role. The common set of female roles have been described by Kanter³² as below:

1. **Mother:** The female executives sometimes due to her role of a sympathetic listener, finds herself becoming ‘mother’ to a group of male subordinates. The typical characteristics of this role are :
 - She is safe from sexual harassment.
 - The ‘mother’ becomes an emotional specialist rather than a task oriented leader and this perpetrates traditional stereotype.
 - The ‘mother’ is rewarded for her services rendered rather than for independent leadership.
2. **Pet:** The ‘pet’ is a token role where the female is included in the group as a mascot or a cheerleader but not as an equal. She is viewed as cute, amusing novelty. Even though she is included in the male dominated group , she is prevented from demonstrating and developing her managerial competence.
3. **Seductress:** An element of sexual competition can interfere with a female manager’s effectiveness if she is cast in the role of a seductress. If she shares her attention with many admirers, she is debased. If on the other hand, she gives attention to any one male it may generate sexual competition among others. If a high status male becomes her protector, she is accused of using her body to get promotions etc. However all her abilities and managerial achievements get eclipsed and she experiences a lot of tension at work.
4. **Iron Maiden:** If the woman executive resists from falling into any of the above roles and persists in a task-oriented manner, she is typecast as a tough woman’s libber type- the iron maiden. By displaying competence and cutting sexual innuendoes, she makes her male colleagues and superiors feel threatened. Consequently, even behaving in competitive and self – actualizing manner , the male response traps the women in more militant roles than they prefer.

All these roles indicate the inability of male executives to perceive the woman executive as an individual and a competent manager. These stereotype roles isolate the women from the mainstream and diminish their effectiveness.

5.2.3 ORGANISATIONAL BARRIERS:

Organizational practices and policies hinder a woman's effective development. They effect women at different stages of their career paths in

1. Selection , recruitment , promotion and performance evaluation.
2. Attitudes of male managers (as discussed above).
3. Tokenism.
4. Mentoring or lack of mentoring.

A. Selection, Recruitment, Promotion and Performance Evaluation:

Organisational practices start hindering the women as soon as they enter the job market. They are generally recruited at much lower position than men. Or even if it has a high sounding title, it has little actual power. (Kanter 1983)³². When women apply for traditionally male jobs , they are given lower evaluation. This is especially true where the job involves supervision of male subordinates (Rose and Andiappam). In case of actual placement too the selected women are given departments that are relatively less in importance i.e. have little control over the decision making process or mobilizing of finances.(Kanter)³². Departments like IR and production are rarely given to women. Staff functions are considered more feminine. Here even if they get high positions , the power to mobilize resources is less. Thus women are excluded from important, central career lines and segregated in dead end jobs.

When it comes to promotion, research has found gender a better predictor of rank or position in the organisation than tenure, experience and education. (Stewart and Gudykunst 1982³³; Malkcil and Malkeil 1973³⁴).

The ‘glass ceiling’ is a reality in most of the organisations. It is an invisible barrier that stops a woman executive’s progress from the middle management to the top management levels. “The misleading metaphor of the glass ceiling suggests an invisible barrier constructed by corporate leaders to impede the upward mobility of women beyond the middle levels.” (Schwartz)⁵. He calls the concept of glass ceiling misleading because glass ceiling suggests a cross-sectional diagram. According to him , “The barriers to women’s leadership occur when potentially counter-productive layers of influence on women – maternity, tradition, socialization- meet management strata pervaded by the largely unconscious preconceptions, stereotypes and expectations of men.”⁵ (Schwartz)

Performance evaluation affects vital decisions regarding promotions , salary and also career progress in the organisation. Research on the effect of gender on performance evaluation is not conclusive. Lott (1985)³⁵ matched subjects in terms of credentials and found that women’s performance was more underrated Nivea and Guleck found that competent men scored better than equally competent women. Women need to interact more with their supervisor so that he becomes more familiar with their work. This might be misinterpreted as sexual advances (Bhatnagar 1988)³⁶. Gender related evaluation bias thus represents a major hurdle in the career advancement of women.

There is a well documented area of psychological research- attribution research. This research indicates that a woman’s performance is attributed to external factors such as luck whereas a man’s performance is usually attributed to skill and ability. (Cash et al³⁷; Feather and Simon³⁸; Tynor and Deux³⁹). Performance is seen as consistent if perceived causes for it are stable or internal (as skill or ability). Performance is seen as based on external factors as luck cannot be considered reliable. Therefore a woman’s performance is not regarded as consistent but rather as a fluke occurrence and this affects her mobility up the organisational ladder.

B. Tokenism and Isolation:

Since very few managers reach the top management positions, the few women executives in the top positions are considered as ‘tokens’ or representative of the entire group. Organisations often place women in positions of high visibility to prove their gender-parity credentials. Some women refer to as being ‘mascots’ i.e. these high positions are neither on significant promotional ladder nor do they have significant work responsibilities. Needless to say, it is very demoralizing for a woman to be in the position of a mascot.

It also places a high pressure of performance on the woman manager as she is seen as representing all the women executives in the organisation. She feels the responsibility of performing well so that the barriers for other women are removed. Her failures are also made more visible and she becomes a victim of ‘fear of failure’.

Tokenism also brings about a sense of isolation (Kanter).⁴⁰ The male groups become more cohesive in forcing women into stereotypic categories as they feel very threatened. Research shows traumatic psychological effects of tokenism like lowering of self-esteem, self efficacy, life satisfaction and guilt for having blocked the way for other women. (Yoder 1985)⁴¹. Women are also isolated from other women at the lower rungs of management. At times they exhibit ‘queen bee’ syndrome i.e. they discourage and actively inhibit the chances of women in the lower levels to climb up the promotional ladder. Women affected by tokenism are seen to be withdrawing into themselves, exhibiting rebellious behaviour and finally deciding to leave the organisation.

C. Lack of Mentoring:

According to Kram (1985)⁴², a mentor is an experienced, productive manager who relates well to a less experienced employee and facilitates his/her personal development for the benefit of the individual and the organisation. The mentoring relationship is generally informal in nature but there are also formal mentoring programs initiated by the organisation. There are several benefits of mentoring for women.

1. Mentors provide training and inside information to women. This might compensate the women being left out of the informal information networks.
2. The mentor might buffer the mentee from covert or overt discrimination.
3. A mentor may provide psycho-social support and increase the protégé's self confidence.(Kram)⁴²
4. By providing 'reflected power' a mentor can signal to others in the organisation that the mentee has his/ her powerful backing and support.

According to Kram(1986)⁴² a mentor performs two broad functions

- (a) career function (preparation of organisational advancement) and
- (b) psychological function (provision of a sense of self worth, identity and effectiveness.)

According to Lilley and Wench women with one or more mentors have greater job satisfaction. A survey of female executives showed that mentored women have greater self confidence , enhanced awareness and use of skills (Reich 1986) ⁴³. Warshay⁴⁴ (1980) surveyed 2000 women managers and found that as women advance to top positions, they felt the absence of woman mentors to offer support. Women at all levels of management require mentoring as they are faced with difficult choices in home and career life. But they are not integrated into the mentoring system. This may be because as Nivea and Gulek¹⁸ suggest that women are not as sensitive as men to the realities of organisational life.

Even if women felt the need for mentors, they were unlikely to initiate relationships especially cross- gender mentoring.Their advances might be misconstrued as sexual advances by the mentor or the members of the organisation. In cross -gender mentoring women are cautious of spending time alone with the mentors. Moreover the male mentor might also act cautiously fearing threat of litigation (for sexual harassment). Men and women collude in familiar sexual stereotypes – young women might act out the need for protection whereas men act as protectors. However, a study by Noe⁴⁵ (1988) found that women learn more from mentors and use mentoring more effectively.

Female managers might have fewer opportunities to initiate mentoring relationships. Potential mentors may look for proteges in people who handle important assignments. Since most women occupy lower level jobs, they have fewer opportunities to be selected. Secondly, male mentors may not want to encourage women's progress in management positions.

Women may seek female mentors who might also serve as role models. This relationship when successful, tends to have a great emotional intimacy and relational communication. It has been found to encourage productivity and is without the tension of cross-gender mentoring. Moreover, it is important for females to mentor females in order to break the visible and the invisible barriers in the organisational structure.

Kram's⁴² female mentoring model is more attuned to the special career needs of a woman. It provides women with psycho-social as well as career support. Women also wished for a female perspective on surviving and thriving in a male bastion. They require a female role model to show them how to combine career and family responsibilities. This relationship is sometimes inhibited by the 'queen bee syndrome' described above.

Lack of mentoring leads to the curtailment of the woman's intellectual and self-efficacy. Since women have negative beliefs regarding their task success, and hence, don't want to take up challenging assignments, they need mentoring to encourage them and give reinforcement. Furthermore lack of a mentor results in the exclusion of women executives from promotional and developmental opportunities.

"It is likely that failure to inform women of developmental opportunities such as mentorships will result in statistical disparities that suggest adverse impact in promotion rates." (Noe)⁴⁵. Therefore it is beneficial for the organisation to encourage mentoring relationships especially among their female executives.

D. Sexual Harassment at the Workplace:

U.S. Equal Employment Opportunities Commission (EEOC) estimates that over 15000 cases of sexual harassment were reported in 1996. This is a jump over 6000 cases reported annually to US EEOC in the late 1980's. this gives us the idea that women are becoming more vocal over the issue of sexual harassment.

In India there is a lack of adequate legislation on the subject. There has been a growing awareness on the issue. Some cases have even reached the apex court. In 1996 in the Utkal machinery case a lady employee complained of misbehaviour by a senior officer. She was terminated from employment. However the court set aside the termination. In August 1997 in Vishakha and others vs the State of Rajasthan case the Supreme Court upheld protection against sexual harassment as a fundamental right of 'gender equality'. It set down specific guidelines for defining sexual harassment:

"For this purpose sex harassment includes such unwelcome sexually determined behaviour (whether directly or by implication) as

- (a) physical contact or advances.
- (b) A demand or request for sexual favours.
- (c) Sexually coloured remarks.
- (d) Any other unwelcome physical, verbal or non verbal conduct of sexual nature."⁴⁶

Supreme Court has also laid down strict guidelines for employers and persons in charge of workplaces to take preventive steps. Employers were made responsible for initiating disciplinary action for misconduct. Victims were to be given the option of seeking transfer or that of the perpetrator.

But inspite of all these protective measures and legislations in at least 36 countries of the world, the harassed woman executive is faced with a dilemma. If she comes up with a complaint, there are chances of the men in the organisation ganging up against her. It might destroy her chances of promotion or even her career. She might be seen as a problem employee and male managers might not be ready to work with her.

This is also true in developed countries where women are very independent yet suffer from sexual harassment silently for the reasons described above. This problem has been described in a real life case by Niven⁴⁷ where the harassed woman executive was unwilling to report the matter inspite of her male colleague encouraging her to do so.(The Case of the Hidden Harassment).

Rowe⁴⁸ suggests the following measures to combat harassment at the workplace:

- **Counseling for direct negotiation.** Helping the harassed woman confront the harasser.
- **Informal third party intervention.** The HR manager or appropriate person should intervene as diplomat or negotiator.
- **Formal investigation and action.** The HR manager requests a fact finding and judgement committee.
- **Generic approach:** The HR manager initiates a workshop on harassment or circulates statement of policy of the company regarding harassment.

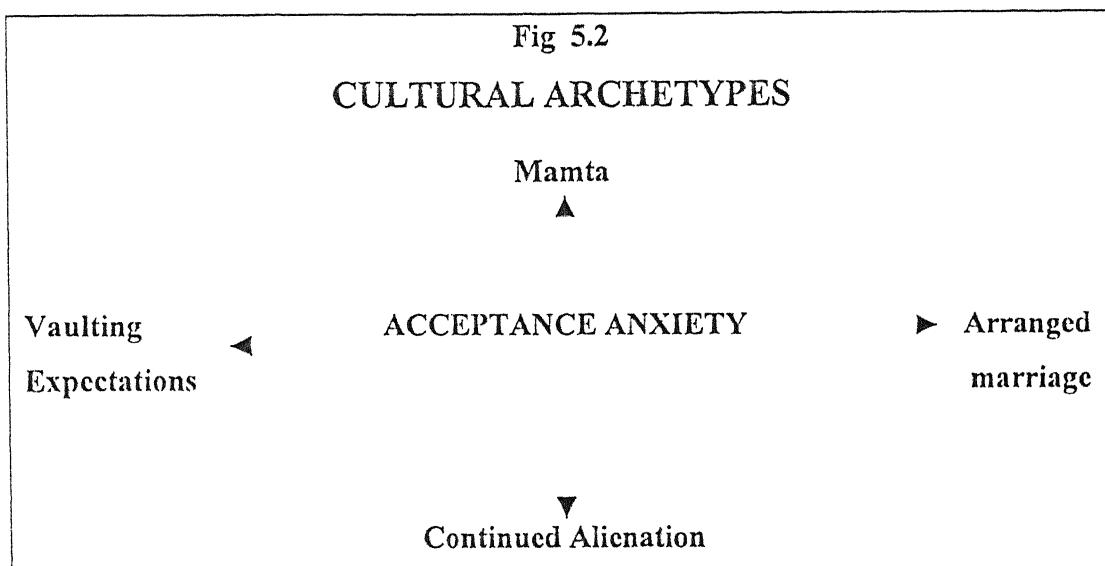
It is essential that the top management sends the message loud and clear that sexual harassment of any nature would not be tolerated in the company.

5.2.4 FAMILY AND RELATED ISSUES:

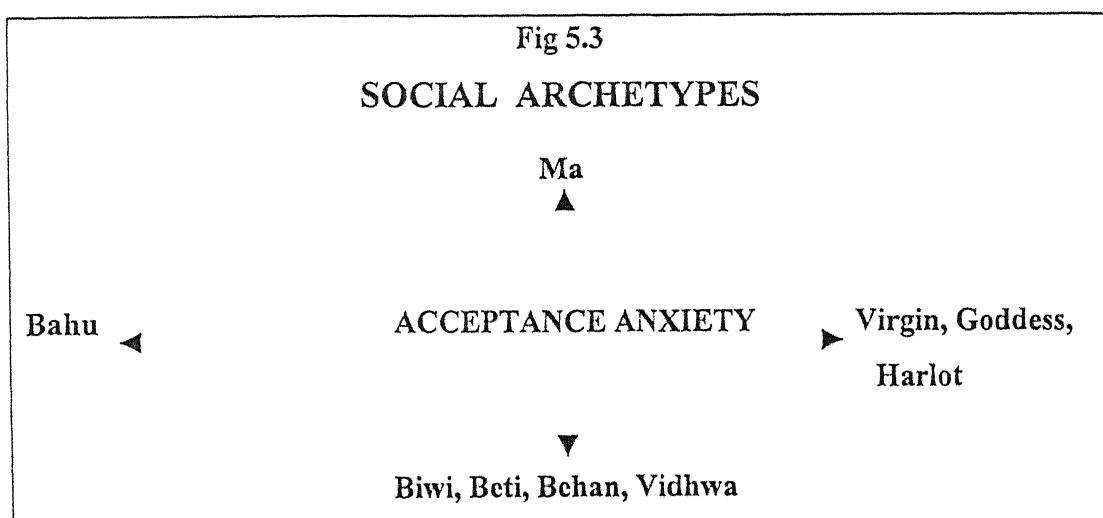
Family was rated in Parthasarthy's study (1990) as the second highest barrier in the progress of women. Women ranked family responsibility , the husband's negative response and motherhood as the cause of their limited growth. Thus though the family setting provides eventual support for working women , it also creates a tremendous guilt and stress. Her ambitions, achievements create anxiety in the minds of the major role holders of the family- the husband, the in-laws and the children. The husband questions her involvement in family life. The in -laws demand traditional loyalty to the family setting.

A number of women respond to this pressure by accepting lower-end , routine and dead end job and give priority to family needs. But Indian women in the nineties feel the traditional agrarian model of their role is inadequate for the new urbanized setting.

A cultural mapping of the middle class Indian women in focus groups across the metropolitan cities revealed startling facts. The study carried out by Economic Times⁴⁹ had a focus group of women from Sec A and Sec B and also professional women (Sec A1). The age group was of women between 25 and 35 years. The findings revealed that traditionally the Indian women lived with an ‘acceptance anxiety’ arising from cultural archetypes built around her.(Fig.5.2).



Out of these cultural archetypes arose her social archetypes. (Fig 5.3)



The Indian woman's traditional roles encompassed her lifespan- the dutiful daughter, bahu, mother etc. But the advent of education has made a tremendous impact on the psyche of the Indian woman. She is hesitantly acknowledging her needs:

- ◆ Need for personal achievement for self.
- ◆ Need for emotional support (especially from husband)
- ◆ Need to reconcile personal ambitions with traditional roles.
- ◆ Need for romance.

Thus the ‘acceptance anxiety’ has lead to ‘**acceptance angst**’. The expectations from woman in the family remain the same so she has become Janus – faced or dual – faced. On the one hand she continues to play her traditional role , and on the other, she justifies her education and working status in the socio-cultural framework. Indian women are therefore ‘living life on hold’. They still have a sense of guilt – the guilt of self- indulgence in going out to work. There is an absense of support for the working woman. “ Really nothing else has changed; there is absence of support for the working woman; she plays the same roles with a new attitude now.”

Indian women like the women in the west are facing a lot of conflict because of the dual commitment. In a study by Kapur⁵⁰ it was found that 90% of the husbands and 72% of the parents appreciated and supported working women. But men are not ready to share household duties (Kapur, Dhingra⁵¹). In a study by Reddy⁵², 52% of the educated working women felt that men should share the household duties. 68.5% women reported that the men do not help out at home and are inconsiderate even abusive. Reddy’s study found that women found house work troublesome and 60.8% women gave up their earnings to their husbands. Kapur’s⁵⁰ study also concluded that women were not allowed to spend the money they had earned

Dhingra’s study reported that half of the respondents were having difficulty in carrying out household duties. Kumar’s study reveals that the “ strains of work at home and office coupled with lack of household amenities and vanishing domestic help prove conducive to make trivial incidents major causes of irritation in working women.” ⁵⁰ While women

were encouraged to take up jobs for financial gains to the family, they were not allowed to develop independent personalities.(Kapur)⁵⁰.

In the west studies have shown that an employed woman has greater decision making power within the family than the non-working wife. (McDonald 1980;Ferber 1982). In India according to Reddy⁵² the decision making power of women increases with age. His research indicated that though women do not take individual decisions on family matters yet the employed woman has greater say in budgetary matters than a full housewife.

“ The power that wives covertly exercised in traditional households has become explicit and augmented by virtue of the economic status in dual earner family context.”(Ramu ,G.N. 1989)⁵³. In his study of dual and single earner couples G.N.Ramu concludes that dual earner wives have accepted their traditional role and thus compromised their power to bargain for renegotiation of domestic order. They only exercise slightly higher degree of authority. The working woman cannot negate the deeply entrenched concept of womanhood.

“ We find that there is a formidable consensus on the ideal of womanhood which inspite of many changes in individual circumstances in the course of modernization, urbanization and education still govern the inner imagery of individual men and women as well as the social relations between them in both the traditional and modern sectors of the Indian community.”⁵³

Therefore women continued to be marginalized in employment because of the nature of the family. There has been no change the attitude of husbands towards their working wives or towards gender related issues. In such a situation the women respond in keeping with their traditional image of sacrifice. “When they realize they cannot satisfactorily resolve the conflict between the new economic and old domestic roles , they not only compartmentalize these two roles but also scale down their occupational aspirations in favour of marital and conjugal obligations.”⁵³

5.3 ROLE STRESS

Indian society is experiencing an accelerated change. This change has permeated to the level of the family where the structure of this basic unit is changing from joint/ extended , single career family to nuclear dual career family. Women are undertaking the dual roles of a career woman and a homemaker. This involves a lot of role stress for the working woman –cum- housewife.

“Role is the position one occupies in a social system and is defined by the functions one performs in response to the expectations of the significant members of the social system and one’s own expectations from that position or office.”(Rao)⁵⁴. A person performs various roles centered around the self and at varying distances from each other and from the self. There is a dynamic relationship between the self and the various roles it performs. There can be conflicts between different roles a person has leading to role stress.

Kahn et al (1964)⁵⁵ in a pioneering study emphasize role stress as the potential organisational stressors. There are two kinds of role conflicts:

1. **Role Set Conflict:** This occurs when there are varying expectations from a role the individual occupies. Pareek⁵⁶(1983)has identified the following role stressors:

- ◆ **Role Ambiguity:** When individual is not clear about expectations from the role.
- ◆ **Role Expectation Conflict:** When there are different expectations from the role.
- ◆ **Role Erosion:** This is the individual subjective feeling that some important expectations he has from the role are shared by other roles.
- ◆ **Role Isolation:** The role occupant feels that some roles are psychologically close to him while other roles are distant from him.

2. **Role Space Conflicts:** Role space is the dynamic relationship between the individual’s various roles and self. Pareek⁵⁵ describes the following role stressors:

- ◆ **Self Role Distance:** This stress arises from the conflict between self concept and expectations from the roles.
- ◆ **Intra Role Conflict:** Individuals may feel incompatibility between the different functions (expectations) of his role.
- ◆ **Role Stagnation:** Individuals grow with the roles they occupy. When his role changes with advancement in the organisation he needs to grow into the new role. He may feel stagnated in his role.
- ◆ **Inter Role Distance (IRD):** when an individual occupies more than one role there can be conflicts between them. E.g. A lady might feel a conflict between her organisational and familial role.

Pestonjee (1991)⁵⁷ found that role erosion was the highest among the top Indian managers. Research in Indian public sector and banks reveal that role erosion is the major stressor (Sahgal 1992⁵⁸; Sen 1982⁵⁹). Kahn⁵⁵ reported that role ambiguity was positively related to job dissatisfaction , job related tension and lack of self confidence. Caplan and Jones⁶⁰ reported that role ambiguity leads to depression and resentment.

It is a well documented fact that role conflict and ambiguity increase tension and fatigue (Singh , Aggarwal and Malhan 1981⁶¹) and psychological and physical strain (Jayaratne Chess 1984⁶²). In a recent study Singh et al (1991)⁶³ observed that role conflict increased anxiety, irritability and somatic complaints. Therefore role stresses can prove dysfunctional in the organisational setting and need to be diagnosed and dealt with.

5.3.1 Work –Home Interface:

Work home interface occurs when incompatible demands and pressures are experienced by an individual. Pressures from work and family can increase the conflict between work and family roles (Greenhaus and Bechtel 1985⁶⁴). There results an inter role stress between the work and home roles. These two roles can be incompatible in three ways:

- (a) time spent on one role may leave little time for other roles.

(b) Strain within one role domain may spill over to another one; and

(c) Behaviour appropriate to one role domain may be dysfunctional in another.

Though work home interface affects both the sexes, yet women are more affected by this inter role distance. Hall⁶⁵ found that the multifarious roles of a woman represented chronic role conflict as mutually competing demands by different role senders. Hall felt that conflicts from different roles are a woman's major role problem rather than conflicting demands from one particular role.

Hall and Gordon⁶⁶ (1973) reported that home related activities are the main concern of a married woman regardless of their personal orientation (career vs. family role). The woman is caught in a double bind . Trying to be an ideal housewife and also competing at work. If she has less masculine traits (which are attributed to success) she feels a lack of confidence. On the other hand if she has more masculine traits ,she feels unfeminine.

Studies on married working women (Kapur 1970; Rani 1976; Chakraborty 1978; Meiss 1980) have focussed on conflicts resulting from dual roles and the stress felt by women . They often doubt their ability to perform their two roles. In a research by G.N.Ramu it was found that 52.5 % women gave highest priority to domestic roles. They experienced a lot of fatigue due to their dual roles. There is a significant association between fatigue and self doubt. Therefore women torn between their two roles start doubting their ability to perform their dual roles.

Social relations have a high degree of impact on role stress. Social support can be negative or positive. In its positive role social support helps an individual by providing

(a) Material resources.

(b) Psychological boost; and

(c) Skills necessary to deal with situations. (Singh and Pandey 1990)⁶⁷

On the negative side social undermining can effect a person's personal wellbeing. Vinokur and Vinokur Kaplan (1990)⁶⁸ found that a husband's undermining behaviours effected negatively the mental health and functioning of their wives.

A research by Singh and Sehgal⁶⁹ assessed the stress and strain felt by husbands and wives in dual earner and single earner households. They found the female group as a whole (working and non –working) scored higher on anxiety than the male group. While the male group had higher somatic complaints.

Working women according to this research experienced higher anxiety and irritability than non working women or men. Men with working wives reported work overload. Perception of work load at the office is affected by the workload at home. On the other hand working women reported lesser workload than their spouses. It seems that working women have adapted to their twin roles but their husbands find it difficult to adjust to their non traditional roles.

The overall pattern shows that single earner husbands have greater psychological and physical well being than the husbands of working women. A study by Parasuram et al⁶⁹ (1989)⁷⁰ support this finding as they concluded that husbands of working wives reported lower job satisfaction, mental adjustment and quality of life than husbands of housewives.

Gupta (1982)⁷¹ reported that working women experience greater role conflict and have higher levels of anxiety. Srivastava and Srivastava (1985)⁷² documented that dual career couples experience more role conflicts than single career husbands. Further , dual career couples have more problems in marital adjustments and social relations.

Voyanoff (1988) expounds that , “The psychological carry over from work and family roles can affect psychological availability and the amount of energy available for performing other roles.”⁷³ Work responsibilities of women intrude on family life whereas family responsibilities have significant effect on a woman’s work roles.

Dual career couples need to manage their time pressures more effectively. Certain measures like flexible hours, job sharing, mid career breaks, holiday and after school programs help a lot in this way. Pestonjee (1992)⁷⁴ suggested that individual should move from role conflict to role making, from role overload to role slimming and from role erosion to role enrichment. “Women need to define clear boundaries between work and family commitmentsIn addition they can cope with multiple role demands by seeking support from family members and negotiating expectations from each other. For the dual career wife setting priorities would save her from getting into the trap of trying to be a superwoman by attempting to excel in all her roles.”

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CHAPTER VI

WOMEN EXECUTIVES: AN HRD IMPERATIVE

As more and more educated and talented women are entering the organisation , their development and retention has become an HRD imperative. The increase in the number of professionally qualified females emerging from institutes all over the country is a demographical reality. An organisation cannot deliberately afford to remain immune to this greater pool of talent. Companies who are determined to employ only male employees will have to dig deeper into the male pool of talent. Whereas their competitors will have the best pick from the talent pool of both the sexes.

In the US (as in a number of developed countries) it has become a 'demographic imperative' to employ women. The baby boom is over for most of these countries and they are faced with a declining birth rate. Hence the labour pool is also shrinking. The family size has contracted from four children to a family in the 1950's to less than two children in the 1990's. Some countries have a negative population growth. In the US 55% of the students in management courses are women. 80% of the new entrants into managerial positions in the future will either be women or people of minority groups.

Though 37% of American managers are women , they are at the bottom of the organisational pyramid. The companies have generally failed to mobilize their talents. Unless the companies as a policy get rid of their sexual biases and make way for the best managers, (irrespective of sex) the best talent in this age of competition will languish in the middle ranks.

In India though the number of women executives is very low, the number of women graduating from management institutes is growing every year. No company can afford to ignore this smart and talented group of future managers. As the best talent is getting breaks abroad , the organisations cannot further limit their preview by restricting themselves to any one sex.

A number of organisation desist from employing women managers because they discontinue working or plateau out in mid career due to family reasons. Even if a woman

executive takes time off for childcare, they usually work (in Indian conditions) from 22 to 28 years of age and then again from 35 to 58 years of age – i.e. a total of 29 to 30 years as against an average male's 36 years. The difference is not very vast and the women who are talented, re-

enter the workforce with renewed vigour can and prove to be an asset to the company. But this can only happen if the HRD policies are focussed on retaining the best women employees and helping them grow.

Furthermore, it is essential not to stereotype all the women as no desirous of a full time career. It is more realistic to place women on a continuum ranging from 'career primary women' to 'career and family women'. (Schwartz)¹. Like many men these career primary women are ready to put career as a first priority and make personal sacrifices, travel, get transferred and put in extra hours for professional development. They might even decide not to get married and even if they do get married , they manage to get help to raise their children. These women should be recognized early, every effort should be made to develop them and remove barriers from their path to success.

Clearing the path to the top for career primary women executives has the following four requirements:

1. Identify them early
2. Give them the same opportunities to grow and develop as to talented male managers including travel and relocation.
3. Accept them as valued members of the management team.
4. Recognize that business environment is more stressful for them as they encounter discrimination in the form of sexism, stereotyping , harassment etc.

Successful women managers can become role models and mentors for the younger generation of managers. "A critical mass needs to be created of successful women who become role models for the next generation." (Parikh and Shah)².

6.1 HRD Initiatives and Suggested Changes in Organisational Policies

The first step an organisation should take for the development of women managers is to free itself of all the deep rooted stereotypes regarding women. It should try to inculcate a new work culture and ethos free of gender bias. HRD programmes should be designed to include the following issues as basic to the attitudinal change in both men and women of the organisation:

- Understanding the socio-cultural context in which the organisation exists.
- Understanding the organisational structure, systems tasks , technology and strategy.
- The degree of complexity and competition in the business environment.
- An understanding and clarity of roles in both the organisational and family setting.
- Discovering the strengths of the leadership qualities to the organisation of its managers.
- Assessing how much of the socio-cultural baggage and role taking processes not relevant in the organisation are being carried over into the organisation by both men and women.
- Changes in personnel, promotion, performance appraisal policies and other issues men and women encounter. (Parikh 1989)³

“ The issue of HRD could be summed up as a question of men’s attitude towards women , women’s attitude towards themselves, societies’ attitude towards women and organisation’s attitude towards women.” (Parikh & Shah)²

All these issues must be addressed at the organisational level. The organisation should look into three specific areas:

1. Issues relating to women employees and their selection, placement, performance evaluation and promotion.

2. Personal issues as a part of the social responsibility of the organisation.
3. Issues relating to the social networking of the women in the organisation ;especially mentoring.

The above issues are crucial for the future development of women executives in the organisation and need a closer analysis.

6.1.1 The Issue of Selection, Placement, Performance Evaluation and Promotion of Women Executives :

The organisation needs to research its prevalent practices to understand if its organisational practices are hindering the entry and progress of women executives in the organisation.

- Research should focus on implicit and explicit discrimination at hiring procedures.
- Find out if women executives are disproportionately concentrated in certain departments.
- Find out if gender stereotypes affect hiring procedures.
- Find if there is discrimination among males and females in performance evaluation.
- Study the promotional history of male and female managers.

Certain procedures will ensure that the organisation is free from overt or covert sexism;

- In advertising for a job vacancy, the advertisement should not suggest that it is for any one sex. The job title should be free of any sexual bias.
- Applicants should not be required to fill in their sex or marital status.
- Interviewers and evaluators should be given special training to overcome gender role bias.

What women executives miss out on is access to top positions. The way for the advancement of the woman executive would be more smooth if women stop being preoccupied by their marginality and secondariness.

To change the attitude of other people in the organisation , the women first need to change their attitude towards themselves. Asking for special concessions might reinforce stereotypes. The avenue towards advancement consists of :

- Gaining technical knowledge and management skills.
- Development of personal qualities like self-confidence, self esteem, and self assertion.
- Development of inter-personal relationships, team building etc.
- Development of support systems for the women at the macro societal level and organisational level.(Parikh and Shah)²

6.1.2 Corporate Support in Handling Personal Issues:

The family has become a business issue. The individual managers should be viewed in a holistic manner against the background of their family issues and problems. It is a well documented fact that role stress and anxieties from the family spills over to the workplace. This is especially true for women as they are deeply involved with their families (particularly in India). The issue of women in management should be an integrated issue where all multiple issues concerning women converge into a whole.

The organisation has to extend corporate support to a lot of family issues not just as a social responsibility but also to capture the competitive advantage of a committed workforce and have a positive image in the market. Johnson and Johnson added the following statement to its credo which is central to its corporate culture. “We must be mindful of the ways to help our employees fulfill their family obligations.”¹

Du Pont has developed a mission statement that commits it to “ making changes in the workplace and fostering changes in the community that are sensitive to the changing family unit and the increasingly diverse workforce.” ¹ European

governments require their companies to treat the parenting of babies as a special circumstance of employment and have invested heavily in programs to support children of working parents.

The general attitude of Indian companies stands in stark contrast to this family sensitive culture of the developed countries. Here concessions do not go beyond a mandatory maternity leave. Some public sector units have started introducing a childcare leave of one year with the option of joining back on the same grade. It would mean loss of promotion but at least ensures reemployment. This a positive step and should be replicated by the private sector.

6.1.2.A Maternity and Childcare:

Maternity is a continuum beginning from anticipation of motherhood to the birth of the baby and childcare. Maternity and childcare is a fact of life for the married working woman. It can lead to work interruptions and even the disruption of the career of the woman executive if not handled properly. The impact of maternity (which is a normal physiological function) can be reduced by a change in attitude. As G.N. Ramu remarks, “ The price that was extracted from women for interruptions that were socially and culturally necessary (reproduction and socialization of children) – by a bureaucratic system insensitive to women’s concerns was loss of increment and promotion.”⁴

It is important to understand that most women work till the end of pregnancy and want to return to employment unless the organisation makes it impossible for them to do so. The organisation might lose a valuable employee who can prove to be an asset in the future because of its insensitive attitude. It fails to amortize the investment made in the training of this employee. Turnover means business loss. The key to retention of women executives is

- (a) flexibility ; and (b) family support.

(a) Flexible Working Hours:

In its simplest form flexibility means freedom to take time off from work, to work from home (which is technologically possible today). At the more complex end of the spectrum is alternative work schedule. These different options are described below.

Flex Time:-

Beginning in Europe and now in the US many companies are experimenting g with ‘flex time’. Usually this involves the setting of core hours during which all employees should be present. Outside this core the employees can do ‘weekly balancing’ of work hours. This lets the employees choose their work hours as long as the weekly total remains the same. In Europe many companies have monthly even yearly balancing of work hours.

Flextime was pioneered by Hewlett-Packard and is now used by 12% of all US workers. Its affect on lateness, absenteeism and employee morale has been highly positive. It helps employees especially women to look after their family needs and also do justice to their work.

Part Time Employment:

Women after the birth of a child or due to any other family responsibility would like to return to work only part time. Studies show that a third to half of the women with young children want to work for less than full time at least for some time even if it means loss of pay and other benefits. (Rodgers F.S.and Rodgers C.)¹.

Part time employment can work as the best inducement to get women executives back to work after maternity. Part time work enables them to maintain responsibility of the critical aspects of the job and keeps them in touch with the changes at the workplace. It reduces stress and anxiety and women do not feel guilty at leaving their children at home.

Research on part time productivity indicates that in certain cases productivity of part time workers is greater than that of their full time counterparts. It also enhances loyalty to the company and reduces turnover of women executives. It works very well

where full time work load can be broken down by skill level and given to two individual at different levels and pay.

A lot of companies are averse to part-time employment because they hold the 40 hour work week sacrosanct. Secondly, they feel that clients and customers will not be serviced properly because the manager should always be there to attend to their needs.

Part time employment, though it requires greater supervision , difficulty in supervision and coordination and is at times costlier than full time employment, has the following clear advantages:

- Highly qualified workers (who might also be committed and trained) are willing to work at substantially lower salaries for desirable work schedules.
- Many jobs do not require full time coverage and a part time worker gives more of himself to the job.
- When two part time workers are looking after the clients, there is better coverage and better accessibility to the company for the clients.
- Often part time workers can be so paired that organisation actually has equivalent of a full time employee.
- The company can retain a trained and skilled employee , win their loyalty and thus amortize the investment made on their training.
- Use of part timers can be done also when there is an increase in work load. They can be laid off when no longer required.

According to Schwartz,“Shared employment is the most promising and will be the most widespread form of flexible scheduling.”⁶

Flexibility is costly in many ways. It requires more supervision, more office space and somewhat greater benefit costs. But the advantage of increased productivity and reduced turnover can outweigh the costs. Shwartz gives a few hints on giving flexibility profitably:

- Provide flexibility selectively. He advocates that flexible schedules should be made available to only high performers.
- Make it clear that pay and benefits will be appropriately lower. Most career and family women executives are ready to make the trade-off.

(b) Family Supports and Childcare:

Family supports that can be provided as a relief to women include paternal leave for men (now also initiated in India), support to two career and single family during relocation and flexible benefits.

Adequate and affordable childcare is a problem of working women all over the world. Lack of childcare is the major barrier to the entry of women in the workforce. Depending on the companies' resources, a corporate child care program can be formulated which may include the following strategies:

- (a) Help in finding existing childcare and efforts to increase the supply of childcare.
- (b) Financial assistance for childcare.
- (c) Support to childcare centers in locations convenient for the company's employees. Companies can give loans to childcare centers or land to encourage setting up childcare centers in convenient locations.
- (d) Efforts to move government policies to greater investment in childcare. Both the corporate sector and the government can get together to promote and establish childcare centers. Two or more companies can also get together to set up childcare in areas near the office area.

A small but growing number of companies in the US have started subsidizing or getting a contract with outside agencies for on site or near site centers. A North Carolina company SAS Institute Inc. provides childcare at on-site at no cost to the employee. Du Pont helped a number of community non-profit organisations in establishing and expanding childcare centers in Delaware.

In India there is a great need for proper childcare, daycare and kindergarten services.(Kapur) ⁷. Though the law expects companies to provide for childcare, it still remains the problem of the working mother. "Child on one arm folder on the other , ideas in the head, responsibility on her shoulders and traces of guilt in her soul" ⁸. This is the picture of the working mother.

In the big metropolitan center , Delhi itself the options are limited for the working woman. She can either depend on family support (mother or mother-in-law) or she has to dolc out a substantial sum for hired help. There a some missionary institutions in South Extention which provide maids after interviewing the employers. There is a lack of proper facilities in existing crèches. Alternately some housewives have started offering to take care of children for a fee.

"Somehow the culture of protecting the interests of the working mother is just not there. Most organisations do not have a day care ccnter." ⁸ Most working women are not assertive enough in demanding for child care. Women who ask for childcare are dismissed as being too demanding and difficult. "There is always a growing sense of dissatisfaction. One is always weighing options and loosing out both ways." remarked an executives who gave up her job after having a child. Some authors feel that women should only seek employment only after their children are of school going age.(C.R.Raghunath) ⁹. There is no evidence of any long term difference in the ambition of women with and those without children.

Among the countries who lead the way in this direction is IBM. IBM pioneered childcare and elder care assistance programmes. It also offers a year break from full time employment with part time employment in sccond and third years. They have also started experimenting with work-at-home programmes. It has family issues sensitivity training for 25000 managers.

Johnson and Johnson has announced abroad work-and- family initiative which includes support for childcare and elder care, work flexibility and change in corporate credo. AT&T negotiated a contract with two of its unions and established a dependent care referral service and leaves upto one year with guaranteed reinstatements.

At NCNB a programme called 'select time' allows employees at all levels to reduce time and job commitments for dependent and childcare purposes without cutting off current and

future advancement opportunities. Apple computers operates its own employee-staffed childcare center and gives 'baby bonuses'.

Thus, for reasons partly strategic and partly societal, businesses are building environments that help employees with their family responsibilities and give their best to the company.

6.1.2 B Career Path Alternatives:

The effort at flexibility should not be limited only to designing flextime or part time arrangements. These measures should be integrated into the long -term career of the female employees. Most women executives are dubbed as 'not serious about career' and plateau out quite early in their career life. They turn down promotions especially if it involves a transfer, extensive travel or increased responsibility. They suffer from outmoded definition of careers wherein vertical translates into career success. This definition is the credo of the male corporate culture.

Organisations will have to focus on career design and career paths keeping in view the familial roles that women play. Their dual role has to be recognized and career paths designed and explored so that their capabilities are not under utilized. Women executives with family orientation can be given low ceiling jobs or alternate career paths can be suggested to them which require lesser work responsibility. It is possible that the new career path can utilize an ability hitherto unrecognized and their career be rejuvenated. The idea of a vertical advancement to success should be negated by emphasizing on learning and reskilling at every career stage.

Productivity or commitment should not be judged by the time spent at work. Since women executives cannot spend extra hours at work they are said to be less committed. This can be very frustrating and demoralizing for a woman executive trying to balance her two roles. The organisation must not encourage a culture which judges commitment by hours spent at work. Maximum hours for work should be set to discourage workaholics. Travel also might not be necessary all the time. Advantage can be taken of other forms of communication like internet, LAN etc.

6.1.3 Issues Relating to Networking in the Organisation:

Women who reach the higher managerial level suffer from social isolation (Kanter 1977)¹⁰. They are not integrated into the network of informal groups which are largely male or the ‘old boy networks’. Thus they miss out on a lot of vital information and social support. Lyle (1983)¹¹ gives available framework of strategies for helping women executives integrate into the information network. Special mechanism should be designed to provide information about tasks like upcoming projects, meetings, events; also how to work through the system; the unwritten rules; important members who could help women executives gain fast access into the information networks of groups in the organisation.

The senior members should initiate social relationships by using ‘including tactics’ to involve women executives into groups. Senior members can also make structural changes like placing the cubicles in the center of the office space, including them in ‘success projects etc.

A very important aspect of promoting women in the organisation is to create a culture conducive to the mentoring of women executives by members of the top managerial team. This can be done by initiating formal mentoring programmes in order to legitimize and facilitate mentoring relationships. The participation in these programmes should be voluntary. There should be follow-up of mentoring programmes. Multiple mentoring relationships should be encouraged. The mentors should be trained to overcome their sexual biases. The message from the top management should indicate that mentoring is valued as a social and organisational support system.

6.2 EMPLOYING WOMEN EXECUTIVES NOT A COSTLIER OPTION

After analyzing the measures an organisation should undertake to develop and retain women executives, it is generally concluded that the cost of employing women is greater. In the US the rate of turnover in managerial positions is 2 ½ times higher among the top performing women executives. A lot of women executives who go on maternity leave do not return. Career interruptions, plateauing and turnovers are expensive to the organisation. The time and money spent on training the women executives is not amortized.

The greater cost of employing women is not because of gender differences but because the attitudes, perceptions and behaviour of women executives clashes with that of the male lead corporation.

“ If we are to overcome the cost differential between male and female employees, we need to address the issues that arise when female socialization meets the male corporate culture and masculine rules of career development , issues of behaviour and style , of expectation, of stereotypes, preconceptions of sexual tension and harassment, of female mentoring , lateral mobility, relocation, compensation and early development of top performers....changing attitudes can reduce the cost dramatically.” (Schwartz)⁶

Change in the attitude is the most essential ingredient of the development of women in the organisation. Training is also critical. Supervisors, front line managers and key people in top positions should undergo programmes which make them sensitive to work-and –family issues. Managers should be accountable for flexibility and responsiveness to family issues in their departments. The message from the top management that family issues are real complex and important , is vital.

6.3 REASONS FOR THE SUCCESS OF SOME INDIAN WOMEN

A change in the attitude of the women executives is essential for their success. Data from the Indian urban women (the potential labour market of women employees) showed that androgynous persons have the lowest level of anxiety.(Shastry 1990)¹². Therefore a more androgynous role should be inculcated in women through socialization. Women should also be given assertiveness training for dealing with issues at the office more confidently. They should try to free themselves of the stereotypic orientation practices and inculcate self reinforcing androgynous characteristics.

A recent study of Indian women executives (Buddhapriya, 1999)¹³ concluded that women executives with an androgynous sex-role orientation exhibited least fear of success. On the other hand women executives with a feminine sex-role orientation had high fear of success. The reason for this may be because the conflict between family and career which is the main reason for the fear of success, is more in female sex-role orientation. Feminine managers give high importance to family and withdraw from competitive situations for fear of social disapproval and rejection.

The study concludes that “ Androgyny rather than masculine orientation should be taken into account while seeking to orient women managers towards successful management careers.....As the women managers are required and often feel compelled to manage both the fronts, professional and family, a combination of feminine and masculine qualities could help them immensely in balancing their dual roles and accompanying responsibilities.”¹³

Indian women cannot superimpose the western model in Indian conditions. Women in the managerial ranks have come up with their own answers. Studies conducted by Parikh and Garg on 607 women managers has conclude that the reasons for the success of some Indian women managers include the following²:

- They acquired knowledge, attitudes and skills for task performance.
- They successfully completed assignments.
- Accepted challenging jobs without seeking special attention or resources.

- Took up leadership role in crisis and task situations.
- Accepted discrimination and deprivation as organisation's structural and hierarchical process rather than personalizing it.
- Through experience acquired clarity of structure, policies and strategy.
- Stated their own philosophy and mission.
- Were clearly committed to the work role.
- Accepted and owned up their equal status and acted with that stance.
- Rather than defiance they persisted with their competence at work.
- Accepted men as colleagues and differentiated those who were supportive from those who held traditional stereotypes.
- These women were also decisive, decision-makers and responsible in social situations.

A model based on the experiences of these successful women executives is more pertinent to our situation. A beginning has been made by women executives in India towards success. As a critical mass of such successful women will prove to be role models for the new generation. At the organizational level too imparting training with the aim to achieve androgynous sex-role orientation will go a long way in helping women managers access higher levels of management and successfully handle career and family.

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CHAPTER VII

RESEARCH METHODOLOGY AND OBJECTIVES

The advent of women executives has been recognized with passive acceptance . They have been expected to fit into the complex and dynamic work environment conceived by their male counterparts and to measure up to the male standards of success. The necessary inputs for their 'enlargeinent' has been missing at least in the Indian context. This research is a small effort in the path of understanding women executives, their priorities and orientations with a view to restructuring the work environment to promote their personal competence.

7.1 SCOPE AND OBJECTIVES OF THE STUDY

The present study focuses on a specific segment of the women workers – the woman executive. The advent of the woman executive in the corporate scenario is a fairly recent phenomenon in India. As an overwhelming number of women are acquiring the training and qualification for business management, studies on their problems and prospects are being undertaken. In India path breaking research by scholars like Indira Parikh, Garg and other scholars have traced their development in the field of management and outlined the reasons for their success or failure. (Chapter VI).

The objective of the study is to explore the mindset of the Indian woman executive with the view to planning her career and life. The idea is to look at the woman executive in totality and not just at the executive at work. By studying her orientation in life her work commitment can be integrated into her lifestyle.

The first step in career and life planning is to explore the lifestyle orientations of the individual. In the present study the lifestyle orientations of the woman executive were explored. Her orientations were studied along the dimensions of career orientation, family orientation, achievement orientation, self development and professional development orientation. The objective is to integrate her orientation into her work role so that the chasm between her dual roles is bridged.

Secondly, the study explores the stress generated by the work-home interface in a woman executive's life. A woman executive who gets locked in the mutually competing demands by different role senders can hardly be expected to perform well at work. The study explores the Inter-Role Distance stress faced by women executives. (Chapter VI – Role Stress). The objective is to find out the level of Inter role distance stress and suggest stress-coping measures.

Another aspect of the study is to take the opinion of the women executives on the sexual bias in the work environment. As discussed earlier, sexual stereotypes and biases are the main hindrances to a woman executive's path to success. Especially in the context of promotion, sexual biases are said to be prevalent. The women executive's views on this subject were to be assessed.

7.2 RESEARCH DESIGN

A systematic and logical planning of research design is the vital ingredient for any conclusive and result oriented research. The subject of women executives in the Indian context does not have very clearly established research precedents, therefore the research design was exploratory in nature. Through exploration the scholar aimed at identifying the various dimensions of the problem. Hence the procedure of formulation of hypothesis and its verification was not followed.

7.2.1 Scope:

As approved by the University, the scholar has chosen to study the life and career planning issues with regard to women executives. The study was carried out in public, joint and private sectors to get a broad spectrum view. The area of study was chosen to be northern India.

7.2.2 Methodology:

The methodology of the study was the survey of women executives in public, joint and private sectors of north India. This primary data collected by the questionnaire method was analyzed by the researcher.

7.2.3 Data Collection:

Questionnaire method was used to collect data from the field. The questionnaire was in a structured format. It was based mainly on two instruments developed and tested by Pareek. The first

instrument adapted for the purpose was Life Orientation Instrument (LOI) FormII which measured the lifestyle orientations of the women executives. The conceptual framework for lifestyle orientations has been given in Chapter II.

The second part of the questionnaire to measure the role stress was adapted from the ORS Scale also developed by Pareek. The relevant conceptual framework has been discussed in Chapter VI (Role Stress –Inter Role Distance).

Besides this the respondents were asked questions pertaining to sexual bias and career planning activities in their organisation. Their responses were rated along 5 point scales.

Ten respondents also underwent an unstructured interview. This was done to get a better idea of the different dimensions of the problem.

7.2 THE QUESTIONNAIRE

The questionnaire mainly consisted of the two instruments adapted to the problem under study. (Appendix 1). These instruments developed by Pareek are as follows:

1. Lifestyle Orientation Instrument (LOI) Form II
2. Organisation Role Stress (ORS) survey.

7.3.1 Lifestyle Orientation Instrument:

‘Lifestyles’ or life orientations are the orientation of one’s life (ChapterII). The concept of lifestyle was first proposed by Adler in 1930. It is a complex system of childhood experiences, internal disposition, beliefs, values, self image etc. Further study on the subject classified individuals into ‘enlarging’ styles associated with job success. The other style associated with less success was the ‘enfolding’ style .

The enlarging lifestyle is oriented towards innovation , growth, self development and change. Enlargers move away from tradition and extend their influence in work and community. They are involved in physical fitness activities. Commitment for religion and spirituality is less meaningful to them than other activities. They are basically oriented towards achievement and success in the chosen career.

The enfolders on the contrary are oriented towards tradition, stability and spirituality. Family is more important to the enfolder than success at work. Self development and physical fitness are not a priority with her/him. She likes to settle into a job and see it to full conclusion. She does not change jobs to get on ahead in career and generally avoids transfers. She is more oriented towards family rather than advancement in career .

These two aspects of the lifestyle dimension are measured by the LOI Form II instrument as a continuum. The original instrument consists of twenty pairs of statements each consisting of one statement on enlarging and one on enfolding lifestyle. The respondent has to choose between one of the two instruments. It is a forced choice format. The resultant scores indicate whether the respondent is oriented towards the enlarging (associated with success at job) or the enfolding lifestyle (associated with tradition, family life and religious orientation).

Scoring:

The scoring is done for enlarging lifestyle. One point is given to the respondent if they choose the following statements:

1(a), 2(b),3(b),4(b),5(a),6(b),7(b),8(a),9(a),10(a),11(a),12(b),13(a),14(a) and 15(b). since 15 statements have been taken in the questionnaire, the score can vary from 1 to 15. The score obtained is for the enlarging lifestyle. That is to say if the score is 11, the respondent has scores 11 for the enlarging lifestyle and 4 for enfolding lifestyle. She is more oriented towards enlarging lifestyle.

Reliability:

The instrument has been tested for reliability and the split half reliability coefficient was found to be .83.

Validity: Factor analysis :-

The instrument has been checked for validity. The enlarging lifestyles of form I were positively correlated with the enlarging lifestyle on Form II and negatively with the enfolding lifestyles in Form II.

Factor analysis has also been done for the instrument by taking responses from 152 managers in an information technology organisation using principal components analysis with varimax rotation. It gave seven factors of which four factors are being studied in the present questionnaire.

1. Factor 1: There are five statements with loadings on factor 1 . They relate to concern for career and family. This is therefore called the ‘Career Vs Family’ factor.(items 3,8,11,14 and 15)

2. Factor 2: Factor 2 consists of four items relating to Self Development vs Spirituality.(items 2,5,7 and 10)

3. Factor 3: Factor 3 has three statements relating to challenging job (item 1), financial acquisition (item 12) and career growth (item 13) as against well paid jobs, hobbies and good salary respectively. It can be called Achievement vs Comfortable Life Factor.

4. Factor 4 has two items relating to leisure vs professional work. (item 6)

and spiritual work vs self development (item 9). This is professional development factor.

A study of these factors gives a clearer perspective of the orientations of the women executives.

Norms:

The norms of the instrument were tested . the mean score of 152 executives of an information technology company was found to be 11.4 (with a standard deviation of 2) for enlarging style. The norms for other groups need to be found out.

7.3.2 Organizational Role Stress Scale (ORS)

This scale was developed by Pareek to measure the ten role stresses – self role distance, inter role distance, role stagnation, role isolation, role ambiguity, role expectation conflict, role overload, role erosion, resource inadequacy and personal inadequacy. It is a five point scale (0 to 4) containing five items for each role stress and a total of 50 statements. The five statements on inter-role distance were selected and assimilated into the present questionnaire. The purpose was to determine the level of stress women executives feel between the dual roles she occupies i.e. her organizational and her familial role. The conceptual framework for ‘Role Stress’ has been given in Chapter VI.

Scoring :

The scoring is according to the five-point scale given. The total score on stress scale ranges from 0 to 20.

Reliability:

Retest reliability coefficients were calculated for a group of 500 employees from three banks by Sen. Retest reliability (after 8 weeks) for all the eight stresses and for the total stress score were calculated. It was concluded that the scale has acceptable reliability.

Validity Factor Analysis:

The factor analysis for the scale was done by Sen on 500 respondents. This elucidated the construct validity of the instrument. Three IRD (Inter Role Distance) items used in this questionnaire relate to the conflict between the organisational role and the familial role. This factor has a loading of about 8 on item 3 (My role does not allow enough time with my family). This has been called the IRD (F) factor where F stands for family. This factor has the theme of conflict between the organisational role and the familial role which is often a dominant theme in a lady executive’s life. Items 1,3 and 5 analyze the IRD (F) factor . The rest of the items (2 and 4) analyze the conflict between the organizational role and the social role – the IRD(S) factor. Thus the IRD studied here is of two types – IRD(F) and IRD(S) . The former concerned with the family role and the latter with the social role.

Norms:

Based on median and quartile deviation the following norms are suggested by Khanna. The median norm was 5, with a low of 2 and a high score of 8.

7.3.3 Pilot Study :

The questionnaire was pre tested on 6 respondents. Based on their responses certain changes were made in the questionnaire. No changes were however made in the instruments used in the questionnaire.

7.3.4 Sampling Design:

The total sample field consisted of all the women executives working in the public, joint and private sectors in north India.

Non -probability sampling design was used in the study. The sample was determined on the basis of convenience sampling rather than any random sampling technique. Care was taken to get respondents from all levels of the organisation. Opinions of both married as well as unmarried executives were taken. Respondents were taken from ten private sector organisations and five public/joint sector companies. Public sector organisations include leaders like IOC, IDBI etc. In the private sector TISCO, TELCO, Modi Xerox, Reckitt & Coleman etc were included in the sample. Responses were collected from a total of 56 women executives. Of these 30 belonged to the public sector and 26 belonged to the private sector.

7.4 STATISTICAL TOOLS USED IN ANALYSIS AND INTERPRETATION

Different statistical tools were used to increase the reliability and accuracy of the conclusions. Firstly , the simple powerful tool of arithmetic mean was used to find the mean scores of the instruments.

Secondly, ‘median’ was used as a measure of central tendency to find the mid-point of the score. ‘Mode’ was also used as a measure of central tendency to find the most frequently occurring score value in a given frequency.

A t-test was conducted to assess the statistical significance of the difference between the means of different segments. It was a two tailed t-test assuming unequal variances – a heteroscedastic t-test.

The measures of variability were also employed to find how the scores were distributed around the central tendency. Standard deviation was calculated to evaluate the dispersion around the mean.

In order to estimate how closely the sample mean corresponded to the actual population mean the ‘confidence interval’ at 90% was calculated for each frequency. Besides these statistical tools , other means of analysis like pie-charts, graphs etc were employed to highlight the findings.

7.5 Limitations of the Study

- The study is limited to the north of India . The orientations and responses of women executives in other parts of the country might be different.
- The inter-role distance stress is one kind of stress that women executives suffer from. Role erosion, role stagnation, role overload, intra role distance etc are other stresses that may effect the career life of women executives.
- Other dimensions of the problem like work interruptions due to family problems, marital problems and their effect etc have not been included in the study.

CHAPTER VIII

ANALYSIS AND INTERPRETATION

As described earlier, the questionnaire was administered to the women executives in both public and private segments. For the sake of analysis the responses were divided into the following parts:

1. Life Orientation survey (LOI) survey responses.
2. Inter Role Distance (IRD) Stress Measurement.
3. Responses on sexual Bias.
4. Career planning Activity in the Organisation.

The data was cross tabulated and divided into the following segments:

1. Private Sector vs Public/Joint Sector.
2. Married vs Unmarried Segment.
3. Women Having Children vs Women without Children.

8.1 LIFESTYLES OF EXECUTIVES

Life Orientation Inventory (LOI) Survey:

The scoring for this section has been elaborated earlier in chapter VIII. The total score ranging from 0 to 15 is for the enlarging style. Thus if a manager scores 10 , then his score is 10 on enlarging style and 5 on enfolded style. She is therefore more oriented towards the enlarging style.

In the following tables 'n' denotes the sample size , 'CI' is the Confidence Interval at 90%.

Table 8.1
Life Orientation Scores of Women Executives

TOTAL SAMPLE			
	Total Sample n=56	Pub Sec n=30	Pvt Sec n=26
Total Score	453	235	218
Mean	8.08	7.8	8.38
StdDeviation	1.99	2.18	1.88
Median	8	8	8
Mode	6	10	9
CI(90%)	0.44	0.65	0.61
t- Value			0.302
t-Distribution			0.76

The total sample of 56 women executives scored an average of 8.08 on the Life Orientation Inventory instrument.(Table 8.1). The median of the sample was also at 8. The mode was low at 6.

The whole sample was divided into public/joint sector and the private sector. The public sector as a whole had mean enlarging score for 7.8 on the LOI instrument. It is a lower score than in the private segment (8.38). The t-test was conducted to test the statistical significance of the difference between the two means. It was a two-sample test assuming unequal variances (Heteroscedastic). The results of the test indicated in the table (Table 3.1) show that the mean scores of Private and Public sectors are not statistically significant.

The standard deviation is higher in the public/joint sector (2.18) than in the private sector (1.68). This shows that the scores were more widely dispersed in the public sector than in the private sector.

The confidence interval (CI) was also estimated at 90% level to assess how closely the mean scores of the sample corresponded to the population mean. The confidence interval for the whole sample (at 90%) was estimated $\pm .44$. Therefore

$$\text{Population Mean} = 8.08 \pm .44$$

The sample was then segmented into married and unmarried women executives and further into women executives having children and those as yet childless. The mean score for married and unmarried women executives was 8 and 8.35 respectively. The heteroscedastic t-test value (assuming unequal variances) indicates that the difference between means is statistically significant.

The standard deviation in the unmarried segment was higher at 2.26. Thus the scores in this segment were more widely dispersed around the mean than in the married segment. The median for both the segments was 8 (Table 8.2).

The sample was also segmented for women executives with children and those who had no children. Some respondents from the married segment also belonged to the segment without children. Women executives with children had a slightly lower mean enlarging score (7.96) than women executives with no children (8.22). The difference in the means was found to be statistically significant. The median for both the segments was the same at 8 (Table 8.2).

Table 8.2
Life Orientation Scores of Women Executives

Married Vs.Unmarried / With and Without Children

	Total Sample n=56	Married n=39	Unmarr n=17	WithChild n=31	No Child n=25
Total Score	453	312	142	199	255
Mean Score	8.08	8	8.35	7.96	8.22
Std.Deviation	1.99	1.84	2.29	1.64	2.32
Median	8	8	8	8	8
Mode	6	8	6	8	6
t-Value			0.57		0.61
t Distri			0.56		0.54

The brief overview of the segments shows statistically significant variation in the orientation scores that can be attributed to marital status and also to having children. Thus orientation in life varies with marital status and the presence of children among women executives . married women executives and executives with children tended to have lower scores on the enlarging style. But even so, the orientation scores tend towards the enfolding style rather than the enlarging lifestyle for the whole sample.

8.1.1 Levels of Management:

The sample was also analyzed for different levels of management to find out if being in the , middle or lower level of management has any effect on the lifestyle orientation (Table 8.1.1). The mean score for the top level managers was higher (8.87) than the scores of middle and lower level women executives (8.17 and 7.76 respectively). In fact the score of the top level women executives was the highest across all the segments (married vs unmarried, with children and without children). The t-test showed no statistically significant difference between the three means.

Table 8.3
Life Orientation Scores of Women Executives

	LEVELS OF MANAGEMENT		
	Top Level	Mid Level	Lower Level
Total Score	71	188	194
Mean	8.87	8.17	7.76
Std Deviation	2.23	1.85	2.16
Median	8.5	8	8
Mode	11	9	8

8.1.2 Public Sector:

The public/joint sector was analyzed by splitting the sector into two segments – married and unmarried women executives. Mean scores of both the segments were approximately similar (Table 8.4). The t-test value indicates that the difference in means is statistically significant. This is also evident from the higher standard deviation in the unmarried segment. The median score for unmarried women is higher (10) than for married women executives. The mode for married women executives is also lower at 6 compared to that of unmarried women executives.

The public sector was further analyzed by splitting it into two segments – women with children and women without children. The women with no children tended to move towards enlarging lifestyle (8.35) than women with children (7.15). The difference in the means was not found to be statistically significant.

Table 8.4
Life Orientation Scores of Women Executives in
Public/ Joint Sector

	Married n=23	Unmarr n=7	No Child n=17	WithChild n=13
Mean	7.69	7.42	8.35	7.15
StdDeviation	1.98	2.6	2.5	1.4
Median	8	10	9	7
Mode	6	10	10	6
CL (90%)	0.68	1.67	1.18	0.76
t-Value		0.71		0.14
t Distribution		0.48		0.88

8.1.3 Private Sector:

The private sector respondents were also similarly split up- first into married vs unmarried segments and then into women executives with children and those without children (Table 8.5). The heterodastic type of t-test assuming unequal variances was performed. The results are indicated as follows.

Table 8.5
Life Orientation of Women Executives in
Private Sector

	Married n=16	Unmarried n=10	NoChild n=14	WithChild n=12
Mean	8.4	8.5	8.14	8.75
StdDeviation	1.67	2.17	2.03	1.6
Median	8	8.5	8	8.5
Mode	8	9	9	8
CL(90%)	0.68	1.12	0.89	0.76

In the private sector women executives in all the above segments scored nearly similar scores for enlarging lifestyle. However the standard deviation was higher for unmarried women executives (2.17) and for women executives without children (2.03) showing that their scores were more widely dispersed.

The t-test indicates statistically significant difference between the scores of the married and unmarried women executives. The mean scores of women executives with children and those without children was found to be statistically same.

The mode was higher for unmarried women executives and executives without children. The above segment also had a higher median.

The overall picture that emerges from the above analysis is that the LOI score for enlarging lifestyle is low as per the norms available. The norms of this study set by the mean scores of 152 executives of an information technology firm was found to be 11.4 with a standard deviation of 2. Compared to this score the score of women executives is low. This low score indicates that the women executives are not very oriented towards career development, self development and achievement.

Women executives in both the public and private sectors showed statistically significant difference between the means of unmarried and married executives. The unmarried segment scored a higher score than the married segment. They also had a higher median (mid-point) score. The most frequently occurring score or the mode score was also higher (Table 8.4 & 8.5). Unmarried women executives consistently showed a wider dispersion of scores. In other words, their standard deviation was higher than the married segment.

The scores of women executives with children and those without children did not vary significantly according to the t-test values in both the public and private sectors. When the sample as a whole was analyzed, the t-test indicated that the difference between the mean scores (With and without children) was found to be statistically significant (Table 8.2).

The standard deviation of executives without children was higher showing that the scoring in the segment was widely dispersed. In contrast to this the scores of executives with children tended towards the mean. The mode score for executives without children was also higher.

8.1.4 Factor wise Analysis of the LOI scores

1. Career vs Family Factor (Factor 1):

As elaborated earlier (chapter VII), the five items in the instrument have high loading on factor 1 which relates to career vs family. In the forced choice format the women executives had to choose between the two statements – one relating to success in career and the other relating to family. If the rating was high on these five statements, the woman executive would be a career oriented executive. A lower score would mean an orientation towards the family.

In the total sample the mean score for this factor was quite low (Table 8.4). Thus women executives in general, whether in the public/joint sector or in the private sector were more oriented towards the family rather than advancement in career.

Table 8.6
Factor- Wise Analysis of Life Orientation Scores

PUBLIC AND PRIVATE SECTORS

PublicSec	Factor 1	Factor 2	Factor 3	Factor 4
TotalScr	55	93	64	27
MEAN	1.8	3.1	2.1	0.9
Pvt sec	Factor 1	Factor 2	Factor 3	Factor 4
TotalScr	50	90	58	28
MEAN	1.92	3.46	2.23	1.08

2. Self Development vs. Spirituality (Factor 2):

The four items in this factor (items 2,5,7and 10) relate to self development versus religious or spiritual activities. A high score on these items would indicate that women executives valued self development over religious activities.

Both the public and the private sectors had a high mean score on this factor (3.1 and 3.46 respectively). This indicates a higher desire for self development as compared to spiritual pursuits and religious activities. In fact , this is the only factor with high ratings on the enlarging style. It contributes more to the final score on enlarging than any other factor.

3. Achievement vs. Comfortable Life Factor (Factor 3):

The three items in factor three are challenging job (item 1), financial acquisitions (item 15) and career growth (item 16), as against paid job, hobbies and salary respectively. This factor has thus been called by Pareek ‘achievement vs comfortable life factor’ .

The rating on this factor in the public/joint and private sectors was approximately the same (2.1 and 2.3 respectively). It tended more towards the achievement orientation. Thus women executives in the study chose achievement over higher pay, financial acquisitions and

leisure. This is an interesting finding especially when taken with the high scores on factor 2 (Self development vs Spirituality factor).

4. Professional Development Factor (Factor 4):

The two items in this factor relate to leisure vs professional work (item 6) and spiritual work vs self development (item 9). A higher than 1 rating in this factor would indicate a tendency towards professional development.

The rating in the public sector was lower than 1 (.9) whereas in the private sector it was only slightly higher than 1 (1.08). This indicates no marked tendency towards the enlarging factor of professional development in comparison to leisure activities among women executives. However one cannot conclusively say that the women executives were more oriented towards leisure activities as opposed to professional development.

8.1.5 A Profile of the Lifestyle Orientations of Women Executives

The profile of women executives that is indicated by the lifestyle orientation and factor wise analysis is as follows. The orientation of women executives today is more towards family rather than career. But she values self development more than spiritual activities. This indicates the breaking of the traditional mould of the Indian woman.

The Indian woman executive seems to value achievement more than factors like good salary , financial acquisitions and comfortable life. She wants to have opportunities for advancement and self- actualization. Professional development is important to her but she also gives due importance to leisure activities.

Though the overall mean score is not very high on the enlarging lifestyle, yet the fact that women executives value achievement and self development over good pay, spirituality etc. indicates that women executives want career advancement but not at the cost of their family.

The only factor where the score tends overwhelmingly towards enfolding lifestyle is the career vs family factor. The family orientation is the only factor that is making the woman

executive tend towards the enfolding lifestyle. Thus Indian women executives can become enlargers and attain success in their careers if their familial preoccupations are taken care of.

Another important finding is that married women executives have a lower mean score which is also statistically significant as per the t-test analysis. In both the sectors marital status significantly effected the life orientation of the women executives. Even having children was found to effect the scores significantly. But on the whole the woman executive tended towards the enfolding lifestyle. This indicates orientation towards tradition , stability and family life rather than success, growth, self development and change.

8.2 INTER ROLE DISTANCE (IRD) STRESS

Role stress is an important factor in the life of women executives as discussed earlier (chapter V- Role Stress). Women executives occupying more than one role are bound to face conflicts between their roles. This role stress often spills over to the workplace especially in the work-home interface and might prove to be dysfunctional. The second part of the questionnaire analyzes the respondent's inter role distance (IRD) stress.

The respondents were asked to rate five statements on a scale of five (scoring 0 to 4). The norms suggested by Khanna on IRD scale are with a low of 2, a high of 8 and a median score of 5.

Table 8.7
Inter-Role Distance Stress Scores

TOTAL SAMPLE			
	Total Sam. n=56	Public Sector n=30	Private Sector n=26
MeanScore	6.59	6.1	7.2
StdDevn.	4.2	4.4	3.9
Median	6	5	6.5
Mode	10	4	6
t-Value			0.35
t-Distribution			0.72

The analysis of the total sample shows a mean score of 6.59 which is not very high (Table 8.7). The two sectors (Public and Private sectors) though apparently had different mean scores. However the t-test indicates that the difference was not statistically significant.

It is important to note that the mode score for the total sample was very high at 10. This indicates that 10 was the most frequently occurring score. The standard deviation for the whole sample as well as for the two sectors was also quite high. Thus the women executives exhibited a varying degree of stress.

Table 8.7A
Inter-Role Distance Stress Scores

Married vs Unmarried/ With and Without Children

	TotalSam. n=56	Married n=39	Unmarried n=17	NoChild n=25	WithChild n=31
MeanScore	6.59	6.8	5.6	5.6	7.76
StdDevn.	4.2	4.1	4.2	3.9	4.31
Median	6	6.5	5	5	8
Mode	10	10	3	3	8
t-Value			0.31		0.06
t- Distrin.			0.88		0.97

The sample was segmented into married and unmarried women executives. The difference between their means was not found to be statistically significant (Heteroscedastic t-test). However the mode score for married women executives was very high at 10.

The sample was next segmented into women executives with children and those without children. The mean score for women executives with children is the highest score in all the segments at 7.75. However the t-test indicates that the difference in the means of women executives with children and those without children is not statistically significant. This is also indicated by the high standard deviation in all the segments.

The median for the total sample of women executives was 6 which was higher than the norm. Median score for the married women executives was also high at 6.5. the overview of the entire sample indicates that the stress scores are not very high as per the norms given. The standard deviation being high for all segments indicates a wide variety in scoring patterns. The difference in the means of all the segments is not found to be statistically significant.

8.2.1 Public sector:

The mean score for the public/ joint sector was 6.1 (Table 8.8). But the scores were widely dispersed with a standard deviation of 4.4. The mode was according to the norm at 5.

Analysis of the married vs. unmarried segment showed that unmarried women executives had a higher IRD stress score (6.5) than unmarried women executives (3.7). The difference was not found to be statistically significant. The median for married women executives was also higher than the norm at 6 as compared to the unmarried women executives (3).

Women executives with no children had lower IRD stress (4.76) than women executives with children (7.8). In fact women executives with children had the highest stress score. Even the median score at 8 was higher than the norm. Here, again the difference in the means was not found to be statistically significant.

It is important to note that the standard deviation for the whole sector is high. This shows a varying degree of stress scores were exhibited by the respondents.

Table 8.8
Inter-Role Distance Stress of Women Executives in the
PUBLIC SECTOR

	PubSec n=30	Married n=23	Unmarr n=7	NoChild n=17	Withchild n=13
Mean	6.1	6.5	3.7	4.7	7.8
StdDev	4.4	3.99	4.5	4.3	4.07
Median	5	6.5	3	4	8
Mode	4	4	0	1	4
CL(95%)	1.57	1.63	3.35	2.03	2.2
t-Value			0.18		0.05
t Distrin.		.	0.85		0.96

8.2.2 Private Sector:

In the private sector as a whole the mean IRD stress scores at 7.2 were higher than in the public/joint sectors (Table 8.9). The mode for the whole sector was higher than the norm at 6. The median in the public/joint sector on the other hand was as per the norm. The mode score of the private sector was also higher than the public sector (6 and 4 respectively).

In the analysis of the married vs. unmarried segments , the married women executives reported higher role stress(7.3) than the unmarried women executives (6.9). According to the t-test this difference between the means was statistically significant. In fact this is the only statistically significant difference in means as per the heteroscedastic t-test. The difference between means was more outstanding in the in the public sector segments. There the married executives had a stress score of 6.5 whereas the unmarried segment had a score of 3.7.

The analysis of women executives with children and women executives without children showed that the former had slightly more IRD stress than women executives without children. This difference in means was not found to be statistically significant. In the public sector once again this difference was more glaring. There women executives with children had a high score at 7.8 whereas women executives without children had a lower score at 4.7. In the private sector the median was high for women executives with children at 8. The mode score in this segment was highest at 10.

Table 8.9
IRD SCORE OF WOMEN EXECUTIVES IN THE
PRIVATE SEGMENT

	PvtSec n=26	Married n=16	Unmarr n=10	NoChild n=14	Withchild n=12
Mean	7.2	7.3	6.9	6.7	7.7
StdDev	3.9	4.3	3.5	3.3	4.7
Median	6.5	7	6.5	6	8
Mode	6	5	6	5	10
CL(90%)	1.3	1.8	1.84	1.46	2.24
SamSiz	26	16	10	14	12
t-Value			0.79		0.56
t Distrn.			0.43		0.57

The analysis indicates that the inter role distance (IRD) stress is high significantly among married women executives in the private segment. Marital status seems to have a significant impact on the stress score in this sector. On the whole the private sector has higher IRD stress than the public sector. The median across all the segments was higher than the norm.

8.2.3 Factorwise Analysis of the IRD Stress Scores

Of the five statements in the questionnaire , statements 1,3 and 5 are IRD(F) statements. They measure the inter role organizational stress in the familial vs. organisational context. Statements 2 and 4 are IRD(S) statements measuring the stress generated out of the social and organisational roles.

Table 8.10
Factor wise Analysis of Inter-Role Distance Stress Score in

PUBLIC SECTOR n=30

Segment	IRD(F)1	IRD(F) 3	IRD(F)5	IRD(S)2	IRD(S)4	Totalscor
PubSec	1.1	1.3	1.13	1.4	1.1	6.1
Married	1.3	1.5	1.3	1.4	1.2	6.5
Unmarrid	0.6	0.71	0.57	1.3	0.71	3.7
NoChild	0.94	0.88	0.88	1.1	0.94	4.7
Withchild	1.4	1.9	1.5	1.7	1.3	7.8

The analysis of the mean scores on each statement shows roughly the same result in the public/ joint sector. (Table 8.10). Analyzing the married vs. unmarried segment, the score on all the statements was higher for married women executives than for unmarried women executives. The latter showed higher role stress in both the familial and social context.

In the private segment this difference was not evident(Table 8.11). Here the scores on all the statements of IRD(F) as well as IRD(S) were approximately equal. Only the women executives with children had a higher score on the measure of both IRD(F) and IRD(S). This has been borne out by the higher mean scores of this segment.

Table 8.11
Factor Wise Analysis of Inter Role Distance Stress Score

PRIVATE SECTOR n=26

Segment	IRD(F)1	IRD(F)3	IRD(F)5	IRD(S)2	IRD(S)4	Total score
PvtSec	1.2	1.4	1.7	1.7	1.5	7.2
Married	1.2	1.5	1.5	1.4	1.3	7.3
Unmarried	1.2	1	1.8	1.4	1.5	6.9
NoChild	1	1	1.5	1.4	1.5	6.7
Withchild	1.3	1.7	1.5	1.9	1.1	7.7

8.2.4 Conclusion:

The study indicates that women executives do experience inter role stress both between their familial and organisational role as well as their social role. This conflict is lower in the public/joint sector maybe because of the demands of the job. In the public sector marital status as well as having children increases the IRD stress score above the norm.

In the private sector the overall score is already above the norm. Here marital status effects the stress score and the effect is statistically significant. The presence of children in the family increases the stress score dramatically. However, this difference was not found to be statistically significant. Thus though the mean scores showed dramatic difference in the various segments, this difference was not statistically significant.

The overall picture across both the sectors is that inter-role stress scores were widely distributed around the mean. There was thus no uniformity in the stress scores. This is in contrast to the lifestyle orientation scores which had a very low standard deviation. This indicated a more uniform picture of the women executives as far as their orientation in life is concerned.

8.3 SEXUAL BIAS IN PROMOTIONS

The respondents were asked if they felt that there was sexual bias in promotions in their organisation(Table 8.12). Their responses were rated on a five-point scale. A majority of the respondents (56%) disagreed and even strongly disagreed that sexual bias was evident in giving promotions. Only 13% of the respondents agreed that there was sexual bias in promotions. 29% of the respondents were non committal about the issue.

Of the women executives who alleged sexual discriminations in promotions, 62% belonged to the public/joint sector. In the private sector only 7% respondents reported sexual discrimination. 70% of the women executives in the private sector disagreed or strongly disagreed that sexual bias existed in their respective organisations.

Table 8.12
Sexual Bias in Promotions

PUBLIC/JOINT & PRIVATE SECTORS

Sector	Sag	Ag	NAgND	Dag	S Dag	Total
PubSec	0	6 (20%)	10 (33%)	9 (30%)	5 (17%)	30 (100%)
PvtSec	0	2 (7%)	6 (23%)	13 (50%)	5 (20%)	26 (100%)
Total	0	8 (13%)	16 (29%)	22 (39%)	10 (19%)	56 (100%)

There is thus an indication that the private sector has a positive and androgynous attitude towards women executives. The fact that a majority of the women executives did not report sexual bias also shows that their attitude is more of 'internals' i.e. they do not blame external factors for their achievements or failures. This is a very positive attitude as far as career success is concerned.

8.4 CAREER PLANNING ACTIVITIES

The respondents were asked if there were any career planning activities in their respective organisations. If their organisation had career planning programs, they were asked to rate these programs on a five point effectiveness scale ranging from 'very effective' to 'very ineffective'.

Table 8.13
Career Planning Activity

Public and Private Sector		
SECTOR	Career Planning Activity	
	Yes	No
Pub/Jt	6 (20%)	24 (80%)
Pvt Sec	16 (61%)	10 (39%)
Total	22 (40%)	34 (60%)

Of the total sample only 40% of the respondents reported career planning activities in their organisations. In the public/joint sector 20% of the executives reported that there was career planning activity. There were more reported career planning activities in the private sector (61%). (Table 8.13).

Table 8.14
CAREER PLANNING ACTIVITIES

SECTOR	EFFECTIVENESS SCALE					Total
	V Eff	Sw Eff	V Lit Eff	InEff	V Ineff	
PUB/JT	3	2	0	0	0	30
PVT SEC	3	8	4	1	0	26
Total	6	10	4	1	0	56

The respondents who reported career planning activities in their organisation were asked to rate it on a five-point effectiveness scale. The small segment of public sector which reported career planning activities, found it effective (Table 8.14).

In the private sector the majority of the respondents found career planning activity effective. However 22% of the respondents felt that career planning activity had very little effect.

On the whole 76% of the respondents felt that career planning activity followed in their organisation was effective. Only 23% of the respondents reported that the career planning activity had very little effect or was ineffective. We thus see a very positive response by the women executives towards the career planning activities which is in consonance with their high scores on the achievement dimension.(LOI scores).

FINDINGS AND SUGGESTIONS

The preceding chapter has given us interesting insight into the various dimensions of the problem. We ventured into the field of women executives without any preconceived ideas and conducted an exploratory study. Some aspects of the problem have emerged in clearer perspective. Based on this clarity further study can be carried out into this field.

We will first attempt to summarize the important findings of the study. Based on our conclusions we will make a modest attempt to present a framework model outlining strategies for planning the career and life of women executives based on their orientations.

9.1 HIGHLIGHTS OF FINDINGS

9.1.1 Lifestyles of Women Executives :

This study strongly indicates that the woman executive has definite family orientation. This orientation is so pervasive across all segments as to almost suggest a mindset. It might have its roots in socialization as well as the socio-cultural context. It is with this understanding of the Indian woman executive that we should plan out her life and career.

The findings of the study indicate that the lifestyle orientation of women executives tend only a little towards the enlarging lifestyle. The enlarging lifestyle as described above is associated with success at work, career orientation, achievement orientation , self development etc. Even when the sample was split up into married vs. unmarried segment and women executives with and without children in their family, the mean score remained approximately the same (8 approx.).

The standard deviation in the sample as a whole and in all the segments was quite low. This indicates that the scores were closely clustered around the mean. There was very little dispersion of scores. However the standard deviation among unmarried women executives was higher than in the married segment showing that their scores were more dispersed around the mean. This dispersion was still according to the norm. In the married segment the standard deviation was very low.

The public/joint and the private sectors did not differ significantly in their mean scores(as per heteroscedastic t-test analysis). The general belief that women executives in the private sector are more career oriented, self actualized and thus tend more towards the enlarging lifestyle was not borne out by this study.

The lifestyle orientation of women executives in the sample differed significantly between the married and unmarried segments (t-test analysis). The difference in the means was also statistically significant between the segment with children and that without children. Generally the scores of the married executives and executives with children was lower than that of the other segments. But even so, the overall tendency was more towards the enfolding lifestyle.

The tendency towards the enfolding lifestyle is surprising in a profession where a more enlarging orientation is required. It indicates that women executives inspite of their education and career in which they have been socialized, have by and large not been able to overcome the traditional mindset.

It is very significant that the Indian women executives in the career vs. family factor had very low score on the career orientation. This score pervaded over all the segments. This once again suggests that Indian women executives are family rather than career oriented.

In the self development vs. spirituality factor ,their score was highest. This indicates a definite orientation towards self development rather than religiosity. Consistent with this was the fact that women executives chose achievement over comfortable life , good pay etc.

The general profile of the Indian woman executive indicated by this study is of an individual who is only slightly oriented towards the enlarging lifestyle. She is more family

oriented rather than career oriented. In fact this orientation is the single most important score that contributes towards an enfolding lifestyle. Self development is more important to her rather than spirituality. This indicates the breaking of the traditional mould of the Indian women at least in this context.

On the job she values achievement rather than the more extrinsic factors of the like good pay etc. She wants opportunities for self actualization. Professional development is important to her but she also values leisure and social activities.

Though not an enlarger, yet the Indian woman executive is tending towards an enlarging lifestyle in the importance she gives to self development and achievement. The only factor that draws her towards the enfolding lifestyle is her family orientation. The crux of the issue is that women executives can become enlargers provided their familial preoccupations are satisfied and they are given opportunities for self development and self actualization.

9.1.2 Inter Role Distance (IRD) Stress:

Inter role distance stress score is an indicator of the two roles that the woman executive occupies –the familial –social role and the organisational role. It also indicates the work-home interface stress. Earlier studies in the Indian context have indicated high role conflict and high level of anxiety in the working women.

The study indicates that on the whole the inter role distance stress among women executives is not exceedingly high. Women executives do experience inter role distance stress both between familial and organisational roles as well as social and organisational roles.

The mean IRD stress scores increase dramatically in women executives with children. It is also high in married women executives as compared to unmarried women executives. Sector wise, the women executives in the private sector had higher mean stress scores than public/joint sectors. However the t-test values indicates that the difference in the means of executives in the private and public sectors is not statistically significant.

Though the mean stress scores in the married and unmarried scores showed a variation, it was not found to be statistically significant. Only in the private sector the married women executives scored a statistically significant higher stress score than their unmarried counterparts. The segment with children had a high mean stress score. But the t-test values indicated that this difference was not statistically significant.

It is important to note that unlike the life orientation scores, the stress scores were widely dispersed around the mean. This is indicated by the high standard deviation across all the segments. Therefore, the women executives experienced varying degree of inter-role distance stress score.

The overall picture that emerges out of this analysis is that the inter role distance stress varies among different executives. Generally the mean was found to be higher in women executives who were married or had children. The stress from home naturally spills over to the organisational setting. Women executives might suffer from fatigue, irritability and tension. Fatigue increases self doubt and women executives might doubt their ability to perform both the roles well. This role conflict can prove to be dysfunctional in the organisational setting and needs to be addressed.

9.1.3 Sexual Bias in Promotions:

One of the important organisational barriers to the progress of women executives in the organisation is the alleged sexual bias in promotions. This study indicates that 58% of the women executives disagreed that there was sexual bias in promotions. Only 13% of the sample agreed that there was sexual bias in promotions. The rest of the sample respondents were non-committal.

In the public sector 20% of the women executives believed that sexual bias was exercised in promotions. In the private sector the number was as low as 7%. About 70% of the women executives in the private sector disagreed that sexual bias prevailed.

These results indicate that there is a positive and androgynous attitude towards women executives devoid of sexual bias. Secondly, the attitude of women executives can be said to

be of internal attribution that is they believe that they can achieve success if they perform. They do not blame external factors like sexual bias etc for their lack of success. This is an inference from the study results.

9.1.4 Career Planning Activities:

Given the multifaceted problems that the women executives face, the role of career counsellors cannot be overstressed. However 60% of the respondents reported that no career planning activities were being undertaken in the organisation. In the public sector 80% of the respondents reported that career planning activities were not being carried in their organisation.

On the other hand 60% of the respondents in the private sector reported that career planning activities were followed in their organisations. Thus the trend in this sector was the reverse of that in the public sector. Wherever career planning was followed, the respondents in the private sector found it effective. On the whole 76% of the respondents reporting career planning activities found it effective. Only 23% of the respondents felt that career planning was ineffective.

Thus the response of the women executives towards career planning is found to be very positive. Taken with the high scores on achievement dimension, this indicates a desire for self development. Women executives if given the opportunity, are ready to undertake career planning with a view to self actualize.

9.2 SUGGESTIONS AND DIRECTIONS

The raison de etre of research on a contemporary problem is providing directions for action as well as for further research. The incorporation of women executives into the workforce successfully has become an HRD imperative. The problem has been given considerable thought by researchers all over the world. The need is to not follow the recommendations of the western model but to study the problem in Indian cultural and social context. The Indian woman holds the very fabric of the family system in India whether she is a homemaker or a career woman. She looks at her career life from the standpoint of her family life and tries to smooth out the contradictions in the two roles.

The aim of the present study is to strategically plan the life and career of the women executives in a way that both are integrated into a whole. On the one hand is the concept of career and life planning which considers an individual in totality, a lifelong process that allows for lifelong learning and acquiring of ‘meta skills’ to cope with changes in lifestyle orientation. At the macro end is the strategic intent of the organisation into which the executive development must integrate. Thus the problem has both macro and micro dimensions.

9.2.1 The Organisational Perspective:

As structure follows strategy, the first step for the organisation is to evaluate where women executives fit into the larger strategic intent of the organisation . Secondly in which areas specifically would they prefer to have women executives. Strategy for executive development is derived from the business strategy of the firm.

Once the organisation decides (as most organisations are feeling now) that women executives are an imperative for the future strategic direction, they should be ready to commit themselves to their development and integration into the firm.

The following steps are suggested for the strategic executive development of women managers:

Steps for the Strategic Executive Development of Women Managers

- Asses the business scenario and define the role of women executives in the future strategic direction of the firm.
- Identify the key development areas for women executives.
- Define the specific executive development activities and career life planning inputs to be employed.
- Decide if inputs like part time, flexitime, work-from-home etc are to be given selectively to high performers.
- Assess the resources that can be committed to the executive development of women managers.
- Enlist the support of government agencies and community for providing facilities like child care etc.
- Performance evaluation of the strategies to be carried out at the strategic, managerial and operational level by HR audit.
- Reassessment of IHR policies and inputs by the feedback loop is vital.
- Link between strategic direction of the firm and HR policies to be constantly assessed.

The strategy for executive development should consider that the basic orientation of women executives (as outlined in this study) tends only a little towards the enlarging lifestyle. Especially in the career Vs family factor the orientation is definitely towards the family. Marital status has been found to significantly effect the orientation of the women executives. These findings indicate that for women executives to be good performers , their familial priorities will also have to be considered. A work culture sensitive to family concerns will have to be inculcated.

This would lead to the bridging of the chasm between the dual roles that the Indian woman executive performs. The basic idea is to consider her in totality and try to integrate her two roles. The stress between the two roles is thereby minimized resulting in the lowering

of anxiety and fatigue which can prove to be dysfunctional. The basic idea is to use Career Life Planning as a tool for the promotion of personal competence.

9.2.2 The Individual Perspective:

By Ginzberg's analysis discussed above (Chapter I) the Indian woman executive is in the 'Transitional' phase of her development. This means that the emphasis is more on home than on career. They are tending towards the 'innovative' lifestyle wherein equal emphasis is given to both career and family. The focus of the career life planning programs should be on helping the Indian woman executive to move towards the 'enlarging' lifestyle.

The fact that the women executives in this study showed an orientation towards the achievement and self development dimension is a positive sign. It indicates that executive development through skill training, technical training etc whenever required would be appreciated as women executives have a strong desire to self actualize.

A woman's career graph does not follow a rigid progression of tasks and stages. As described earlier, it is more of a sine curve affected by sudden critical events. In the Indian context the impact of unique experiences like marriage, childbirth, care of dependents (aging parents, in-laws) can influence the career graph. The woman executive's career graph is thus capable of sudden rise and falls, change in direction and rejuvenation that mirrors these critical events.

Studies indicate that self identification is late in coming for most women. The reappraisal of self continues throughout their career and the question of identity keeps resurfacing at every stage. The positive response of women executives towards career planning activities in this study indicates that women executives will be responsive to career counseling. Women executives are open to career choices, career path alternatives because they want self development together with satisfying their family priorities. Women executives should therefore be allowed to keep making career choices to accommodate changes in family life and lifestyle orientations. They should also be given opportunities to keep learning and evolving and developing 'meta skills'.

9.3 MODEL FOR LIFE AND CAREER PLANNING OF WOMEN EXECUTIVES

After assessing the finding of the study the scholar proposes career life planning strategies at different critical stages of the organisational and family life of the woman executive. The main focus of the model is to promote her personal competence and self development. It also helps the woman executive deal with her changing orientation and priorities and to allow rejuvenation rather than plateauing of her career graph. The following model has been proposed to integrate career and family life and develop the woman executive.

Model for Strategic Career Life Planning of Women Executives

Organisational/Career Stage	Family Stage	Career Life Planning
		Inputs
1. Entry Stage	Unmarried/	<ul style="list-style-type: none"> - Identify lifestyle orientation
	Married	<ul style="list-style-type: none"> - Identify career anchors - Socialization into the organisation. - Identify high performers. - Assertiveness training, time management training etc.
2. Early career	Young children	<ul style="list-style-type: none"> - Maternity/child care leave - Childcare facility. - Flextime option. - Part time employment option - Work-from-home option - Encourage mentoring esp with senior women managers. - Support groups/dialogue groups
3. Mid-career	school-going children	<ul style="list-style-type: none"> - Facilitate return to full time work - Encourage reassessment of career choices - Prevent career plateauing - Suggest alternate career paths - Training for new career paths - Encourage mentoring -mentoring circles, workshops - Encourage female support groups - Lifestyle clarification

Cont.....

Organisational/Career	Family Stage	Career Life Planning
Stage		Inputs
4. Late career	Teenage children	<ul style="list-style-type: none"> - Reexplore career options - Training and reskilling - Encourage and promote enlargers to the top level. - Option of low ceiling career paths - Mentoring for advancement.
5. Pre-retirement & Retirement	children settled in respective careers	<ul style="list-style-type: none"> - Planning for retirement - Option of utilizing experience as distributors, ancillary unit, trainers etc - Mentoring younger women - Counseling for menopause and empty nest syndrome.

The model proposes that the HR programs should be fine tuned to the family and organisational stage of the woman executive. The organizational and family stage of the woman executive should have a corresponding career life planning program. However the progression of stages is not a rigid progression. A woman's developmental patterns are very individualized. Her realization of self identity is late due to the sex-role stereotyping. These individualized developmental patterns present significant problems to decision makers and defy formulation of any rigid model.

In the Indian context women experience role confusion and self identity is late in developing. Indian women tend to delay their career aspirations in lieu of family responsibilities.(Chapter V-Family and Related Issues). The entry stage can come even after the birth of children. There might be career breaks after the birth of children. Career life planning supports can ameliorate the problems faced at different stages and help women executives in their self concept development.

9.3.1 Entry Stage

At the entry stage the organisation should assess the lifestyle orientation and the career anchors of the entrant. The idea is to identify the high performers who are tending more towards the enlarging lifestyle. Secondly, once their orientation and career anchors are assessed, their career can be accordingly planned. Career life planning programs should inculcate enlarging attributes by assertiveness training, sensitivity training, self appraisal programs etc. Counselors should give due consideration to self concept development and value assessment in career programs for women.

Women entrants should be socialized into the organisation by using ‘including tactics’ informal groups and activities, orientation programs etc. Mentoring relationships should be encouraged by workshops mentoring circles.

9.3.2 Early Career Stage

The early career stage often coincides with the birth of children and the resulting role stress evidence of which we find in the present study. The career life planning inputs at this stage are vital. The organisation should decide on the basis of its strategy and cost-benefit analysis what career life planning inputs it is ready to give.

Certain options have to be analysed for instance,

- What child care options can be given –can the organisation have its own day care center, sponsor one by giving loans etc, pay for childcare etc.
- What should be the maximum childcare leave.
- How will it effect seniority ,promotion etc.
- Will the organisation give the option of flexitime with weekly/ monthly balancing of work hours.
- Should the organisation allow part time employment, job sharing at reduced pay and what will be its implications.

- Can work-from-home option be given to women executives who cannot return to full-time employment.

The cost and benefit analysis of each policy and tactic has to be assessed in the broad strategic perspective. Our study has indicated that the family orientation is dominant among all segments of women executives. This might suggest a mindset stemming from the socio-cultural archetype of the Indian woman. Therefore a family sensitive approach becomes essential if the true potential of the woman executive is to be realized.

Some of the career life planning inputs are indeed expensive in terms of finances. The organisation must analyze the human cost of loosing a high performing well trained employee who might prove to be an asset to the organisation if developed and retained. The other option is to give certain career life planning inputs like part time, flextime ,work-from-home option selectively to high performers. Thus the organisation gets the benefit of their expertise at lower cost (since the pay is reduced). Secondly, since the executive has the option of returning to full-time employment later, the organisation does not loose out on a high performer.

A family sensitive work culture and attitude is vital for an organisation wanting to fruitfully employ women executives. The women employees should not feel embarrassed and inhibited in bringing up family issues. A family counseling set up in the organisation would be a help not only to female executives but also to male executives. It will reinforce the idea of looking at an employee in totality and not just like another factor of production. Encouraging support groups and dialogue groups which includes other women executives and if possible their spouses can go a long way in generating support.

Mentoring should be encouraged at each stage. Women executives are making difficult choices in their home and career lives. Very often they forgo their career aspirations in lieu of family responsibilities. Mentoring will help them in these choices and integrate them into the organisational setup by providing them with information on latest projects, career paths as well as espousing their cause when it comes to promotions etc.

Women find it difficult to initiate mentoring relationships. In the cross gender context their advances can be misinterpreted. Mentoring relationships can be initiated in mentoring circles and then followed up and assessed by the HRD department. The mentor or mentors help and encourage them in the difficult period of their family stages. They also provide

information, assess training needs and help them become enlargers. Job satisfaction as well as performance is definitely positively affected by mentoring.

Senior women executives should be encouraged to mentor younger women executives. The female mentoring model is more attuned to the special career needs of a woman executive. Multiple mentoring relationships should be encouraged. The role of the mentor or mentors in each career and family stage of the woman executive cannot be overstressed. The whole corporate culture should be geared towards encouraging mentoring relationships.

9.3.3 Mid - Career Stage

In the mid career stage the woman executive can once again focus on her career as children are in the school going stage. Women executives who opt for extended childcare leave return to full-time employment. The organisation must make it easier for the woman executive who has taken a career break to return to the fold.

At this stage it is important to help the woman executive reassess her career choices and help in her self identification. She should be allowed to make career choices in view her new orientations. A number of women executives start plateauing off in their career graphs. This can be prevented by reassessing life orientations and suggesting alternate career paths. Training needs should also be assessed and skill training and technical training provided according to the changed career path.

The focus of career life planning at this stage is on rejuvenating the woman executive so that she accepts new challenges, changes direction and becomes a high performer again. Organizational plateauing (where the person has the potential but is not getting the right opportunities) should be avoided and personal plateauing (where person lacks desire for advancement) can be helped by counseling and mentoring. Counseling centers, career planning workshops and free flow of information on career prospects is essential to ward off plateauing and stagnation.

The traditional family stage development is undergoing a change especially in urban India. Career women are getting married late and the birth of children is also delayed. A new trend is emerging of the VCC (Voluntarily Childless Couples) in the urban setting. These

couples also called DINKS (Double Income No Kids) by some sociologist, decide not to have children. They are initially more focussed on their respective careers. They might decide to have children in their late thirties or forties. In that case the high performing career oriented woman executive in her mid or late career stage might require the inputs usually availed at in the early career and family stage.

The model does not propose a rigid format for family life and the corresponding HRD inputs at each stage. It tends towards individualization rather than generalization as the career graph of a woman is profoundly affected by the familial and social factors.

9.3.4 Late Career Stage

In the late career stage the focus of the woman executive can shift definitely towards career orientation as her family preoccupations reduce. It is in this stage that the enlargers can reach the top level of management. The requisite upgradation of skills must take place.

The organisation must assess its high performers, help in their self- identification and promote them to higher levels. Their strengths, experiences and leadership qualities should be encouraged to come to the fore. In this stage the organisation can reap the benefits of developing women executives.

There may be enfolders who are not orientated towards self development and achievement and are thus not suited for the top level. These enfolders should be offered low ceiling jobs or alternate career paths. The option of reexploring career choices must be given.

9.3.5 The Pre Retirement Stage

The pre retirement stage is perhaps the most emotionally complex stage for the woman executive. On the organizational front they have to grapple with the fact that they are about to retire from their career life. They feel less important and sidelined as younger people take over. At the home front as their children leave home to settle down, the family oriented women start suffering from the empty nest syndrome. Menopause with its resultant problems can aggravate the stress.

Counseling for retirement is important to help them plan for retirement both financially and emotionally. Their career life at this point can become more meaningful by mentoring younger women executives. Since women have very deep relational approach towards mentoring, their relationship with the mentee can prove to be enriching.

Another option that can be given to a retiring women executives is to appoint her as trainer or career counselor for the organisation. It can be an independent setup integrated into the HRD system.

If the organisation is an 'adaptive' organisation with a core, a first leaf and a second leaf, it can truly integrate the retiring employee. The woman executive can be given the option of setting up an ancillary unit, becoming a distributor, marketing consultant sole agent etc.

The proposed model can only work if the organisational climate is conducive to the development of the woman executive. A work culture which is sensitive to family issues, averse to sexual bias is vital for their integration into the organisation. The organisation should recognize that the career development of women executives is so individualized as to warrant a differentiated rather than generalized HRD policy. The crux of the issue is to link the executive development to the family stage so that the woman executive is perceived in totality and her career and lifestyle are integrated into a whole.

The very philosophy of career success as a vertical progression needs to undergo a change. Firstly, it must be accepted that an individual can have several careers in his/her lifespan. In fact they must be encouraged to make career choices in accordance with changes in lifestyle dimensions. This is important especially for women executives because they can different careers at different phases of their family life depending on their orientations at that point. They should be encouraged to reassess their career choices at each stage of their family life and undergo periodic cycles of skill apprenticeship, mastery and reskilling. Cross functional moves, multiskilling and a continuous learning process should be appreciated rather than a rat race to the top.

A woman executive who starts her career in sales can move away from active selling towards product designing, advertising etc because her family obligations are not conducive to travelling. She is thus reassessing her career choice, taking up an alternate career path and learning new skills. Later she might return to active selling if the family situation is

conducive. On the other hand she can choose another career path and begin the process of skill learning and skill mastering.

The crux of this philosophy is that the psychological success in life is important. In other words 'path with a heart' as expounded by Shepard. The organisation should encourage self reflection and self identification to find the path with a heart. Only a psychologically satisfied employee can become a good performer and a good learner. The focus should be on promoting personal competence.

The model for the life and career planning of the Indian woman executive has to be rooted in the Indian socio-cultural context. A superimposition of the western model of the successful career woman will not work in the Indian milieu. In India while the family has accepted the new role of the career woman, its expectations towards her remain the same. This fact coupled with the deeply rooted family orientation of the Indian woman executive, (as indicated by this study) leads us to a model that accepts this orientation and seeks to bridge the gap between the dual roles of the woman executive. Instead of encouraging a tendency towards compartmentalizing the two roles, the organisation should encourage acceptance and integration of the dual role. This will help women executives to keep on rejuvenating their careers instead of scaling down her career aspirations at the altar of familial obligations.

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ANNEXURE I

THE QUESTIONNAIRE

Name of the organization:

Designation of the respondent:

The following are fifteen pairs of statements. Choose any one of the pair depending on your preference. There are no right answers.

- 1 (a) A challenging and interesting job.
(b) A job with good salary perks.
- 2 (a) Religious activities.
(b) Concern for career growth.
- 3 (a) Placement in one's home location and desired place.
(b) Doing community service or working on community problems.
- 4 (a) Continue and concentrate on job for a long time.
(b) Search for a new job giving better opportunities for career influence
~ (a) Reading to broaden your knowledge.
(b) Religious activities.
- 6 (a) Leisure oriented activities (hobbies , sports etc.)
(b) Participation in professional societies.
- 7 (a) Spiritual pursuits and practices.
(b) Exercises to improve physical fitness (yoga jogging etc.)
- 8 (a) Concern for fast promotion.
(b) Placement in one's home location or in a desired place.
- 9 (a) Participating in professional societies, associations etc.
(b) Socializing (parties, clubs , card games etc.)
- 10(a) Attending courses for self development.
(b) Spiritual pursuits and practices .
- 11(a) Searching for a new job giving better opportunities for career
(b) Being with your family .
- 12(a) Participating in leisure oriented activities.
(b) Acquiring financial assets.
- 13(a) A job with good salary and perks.
(b) Opportunities for career growth .
- 14(a) A challenging and an interesting job.
(b) A stable job with scope to stay on it for a long time.
- 15(a) Being with the family.
(b) Concern for fast promotion.

Write 0 If you rarely feel this way.

• Write 1 If you occasionally feel this way.

Write 2 If you sometimes feel this way.

Write 3 If you frequently feel this way.

Write 4 If you very frequently feel this way.

1 My role tends to interfere with my family life.

2 I have various other interests (social , religious etc.) which remain neglected because of lack of time.

3 My role does not allow me enough time for my family.

4 My organizational responsibilities interfere with my extra organizational role.

5 My family and friends complain that I do not spend enough time with them due to demands of work.

A. Have you experienced any career planning activity in your organization?

Yes _____ No _____

B. If yes, how would you rate its effectiveness?

- 1 Very effective
 - 2 Somewhat effective
 - 3 Very little effect.
 - 4 Ineffective.
 - 5 very ineffective.

C Do you feel senior managers have a sexual bias in giving promotions?

Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree

D. Please indicate your marital status

Unmarried Married Divorcee Widow

E Please indicate the number and ages of children (if any)

AGES

Child 1

Child 2

Child 3

Child 4

F Please indicate your role level

Senior managerial level Middle mgt. Level Lower Mgt. Level